

DEPARTMENT OF THE ARMY
Corps of Engineers, Northwestern Division
P.O. Box 2870
Portland, Oregon 97208-2870

CENWD -RM
Regulation
No. 10-1-2

1 January 2001

Organization and Functions
NORTHWESTERN DIVISION MISSION AND FUNCTIONS

History. This issue is a revision of the Northwestern Division (NWD) regulation.

Summary. This regulation reflects the missions, organizational structure and functions of Headquarters, Division Office (HQNWD) elements. It also includes guidance on approval and implementation of changes to HQNWD and NWD Districts organization and functions.

1. PURPOSE. To prescribe organizational structure and functional assignments for directorates and offices of HQNWD, and to establish policies, responsibilities, and instructions concerning changes to organization and functions.
2. APPLICABILITY. This regulation applies to all elements of NWD.
3. REFERENCES.
 - a. Required Publications.
 - (1) ER 10-1-2, Organization and Functions, Division and District Offices. Cited in paragraphs 4 and 6.
 - b. Related Publications.
 - (1) ER 5-1-10, Corps-Wide Areas of Work Responsibility.
 - (2) ER 5-1-11, Program and Project Management.
 - (3) ER 10-1-40, Directory Charts, Position Charts & Statements of Functions.
 - (4) ER 1110-1-8158, Corps-Wide Centers of Expertise Program.
 - (5) NWDR 25-1-1, Office Symbols.

*This regulation supersedes NWDR 10-1-2, 1 March 1999.

(6) NWDOM 15-1-1, Committee Management.

4. POLICY.

a. Organizational structure provides management's framework for planning, directing and controlling operations to achieve objectives; as such, it is a management control that must clearly define key areas of authority and responsibility, and establish appropriate lines of reporting.

b. The NWD Commander is the approving authority for changes to HQNWD organizations, and for organization changes above branch level within the district headquarters.

c. All HQNWD organization change proposals are to be submitted through the Deputy Commander to the Division Commander for approval.

d. District Commanders are delegated authority to approve organization changes at branch level and below.

e. The NWD Commander is the approving authority for proposals to consolidate or regionalize District functions, and will advise the Commander, USACE of plans to implement significant consolidations or regionalizations as directed by ER 10-1-2.

f. Proposed changes to organizations and functional assignments are to be consistent with the six basic principles for restructuring noted in paragraph 7c of ER 10-1-2 and the instructions in paragraph 6 of this regulation.

g. Standardized organizational titles for directorates/offices of HQNWD and divisions/separate offices of the districts are listed in NWDR 25-1-1. Proposed deviations from those titles are to be submitted to the HQNWD Directorate of Resource Management for processing and obtaining necessary approval prior to implementation.

h. All changes to HQNWD organizations will be documented by permanent orders. The effective date shown will denote when the organizational change is formally placed in effect; that action, as approved by the NWD Commander via the permanent orders, will serve as the official basis for necessary activities which may follow the effective date, such as realignment of personnel and functions, files transfer, furniture and office space arrangements, directory changes, etc.

i. District organization changes will be documented by either permanent orders or a memorandum, at the District Commander's discretion. A copy is to be provided within 10 calendar days following the change, to the NWD Director of Resource Management (ATTN: CENWD-RM), for dissemination to pertinent HQNWD elements.

j. Permanent orders or implementing memoranda for organization changes will have a corresponding organization chart enclosed. It will serve as the official representation of the organization until the next publication of division or district directory and position charts under ER 10-1-40. A chart will not be required for changes to titles or assignment of functions where the structure is not affected.

5. RESPONSIBILITIES.

a. HQNWD Directors and Office Chiefs will:

(1) Review this regulation annually, to ensure accuracy in regard to their organizations and to ensure that the respective structures and assigned functional statements depicted herein best meet customer requirements, mission/work environments, and available resources.

(2) Contact the Directorate of Resource Management regarding desired changes to functional statements, and to design and develop proposed organizational changes.

b. District Commanders will:

(1) Prepare and forward proposed organizational and functional changes to the Directorate of Resource Management, in accordance with paragraphs 6.c. and 6.d. below.

(2) Prepare an updated district organization and functions publication at least every two years.

c. The Directorate of Resource Management will:

(1) Perform analysis of organizations and functions to ensure that sound management and organizational principles and practices are being applied.

(2) Provide assistance to managers in improving organizational structure and functional alignment.

(3) Analyze and staff proposed organizational and functional changes; prepare and coordinate appropriate recommendations for the Division Commander's approval.

(4) Prepare permanent orders for the Division Commander's signature, to authenticate approved changes to HQNWD elements.

(5) Forward plans to implement significant consolidations or regionalizations, with supporting rationale, to HQUSACE.

(6) Publish and maintain this regulation.

d. Directorate of Human Resources will:

(1) Coordinate proposed personnel and staffing actions that effect organizational structure with the Directorate of Resource Management and appropriate staff office(s).

(2) Provide advice to all organizational elements on improving position structure and job descriptions so as to be in consonance with approved organizational and functional patterns.

6. INSTRUCTIONS.

a. Organization Structure. In addition to the six basic principles for restructuring noted in paragraph 7c of ER 10-1-2, the following basic criteria are required in structuring organizational elements:

(1) Specific benefit(s) can be identified with each organizational change.

(2) All elements are to be organized with the simplest structure attainable. Subordinate organizational elements will be held to the minimum number essential for successful mission accomplishment.

(3) Each organizational element considered necessary has clearly defined responsibilities, with functional and organizational relationships to other elements distinctly established.

(4) An organization will not be subdivided to show only one of the next smaller organizational elements; e.g., if a division is subdivided, it must contain at least two branches.

(5) Effects of organizational changes on targets and constraints levied by higher headquarters are determined and deviations justified before implementation.

b. Functional Statements. The following principles will be applied in the preparation of functional statements:

(1) A functional statement will be expressed in terms which exclude procedural and quantitative information; i.e., "what is done" rather than "how or why it is done."

(2) Functional statements in this regulation are not intended to serve as standard operating procedures (SOP's). The detailing of operations, processes, procedures, and work relationships will normally be included in other directives, office memos, or formal SOP's.

(3) Functional statements for an office-level element are not to duplicate statements for subordinate elements within that organization.

c. HQNWD and District Changes to Organization and Functions. Requests are to be prepared in the following format and include information stipulated:

(1) Background. Explain why the request has been initiated, to include the situation, problem, directive or condition causing the need for change. Also indicate in this part what actions have been taken regarding consideration of affected employees, customers and other internal/external interests.

(2) Current Organization. Submit a diagram of the organization that shows presently approved organizational title(s) and staffing structure. Depict pertinent organizational relationships in the diagram by identifying all sub-elements; e.g., branches, sections, etc.

(3) Current Functional Statements. Provide the existing organization's current functional statements extracted from the district organization and functions publication, and any approved change(s).

(4) Current Staffing. Identify all authorized positions, including vacancies, by job title, series, and grade in the present organization.

(5) Proposed Organization. Submit a diagram of the proposed organization, showing organizational title(s), and staffing structure. Show pertinent organizational relationships by identifying all sub-elements.

(6) Proposed Functional Statements. Submit functional statements, which concisely describe proposed functions for the organization.

(7) Proposed or Requested Staffing. Identify total proposed staffing, to include current authorized and any additional requested spaces, by job title, series and grade, for the proposed organization.

(8) Manpower Justification. Explain basis for proposed staffing identified in sub-paragraph 6.c.(7) above. To the extent possible, use quantitative workload data.

(9) Funding Impact. Describe impact of the proposed change(s) on the following as applicable: engineering and design (E&D) costs; supervision and administration (S&A) costs; overhead; and other pertinent costs.

(10) Cost Comparison. Present a brief comparison of current fiscal costs and computed savings or additional costs that are a direct result of the proposal.

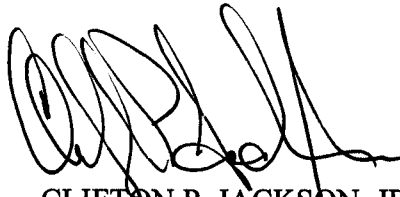
(11) Customer Impact. Provide an assessment of what impact the proposed change(s) will have on customer service.

d. Submittal of District Requests.

(1) Information prepared in accordance with sub-paragraph 6c above is to be forwarded by memorandum to Resource Management Directorate for processing. Kansas City and Omaha District requests are to be sent to CENWD-RM.

(2) The format in sub-paragraph 6c is not required for requests to deviate from approved organizational titles; these may be submitted by memorandum which provides a complete explanation of the basis for the request, to Resource Management Directorate, at the same locations noted in subparagraph 6d(1) above.

FOR THE COMMANDER:



CLIFTON P. JACKSON, JR.
Executive Assistant

2 Appendices

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App B - Functional Statements

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2. Civil Works and Management Directorate
3. Military & Technical Directorate
4. Directorate of Resource Management
5. Internal Review Office
6. Directorate of Human Resources
7. Equal Employment Opportunity Office
8. Office of Counsel
9. Public Affairs Office
10. Safety Office
11. Directorate of Logistics Management
12. Directorate of Information Management
13. Directorate of Contracting
14. Security and Law Enforcement Office
15. Small Business Office

DISTRIBUTION:

<http://www.nwp.usace.army.mil/im/r/regs/>

CENWD Directors and Office Chiefs

CENWK-RM

CENWO-RM

CENWP-RM

CENWS-RM

CENWW-RM

APPENDIX A

MISSION

Northwestern Division (NWD), a major subordinate command (MSC) includes five districts (Kansas City (NWK), Omaha (NWO), Portland (NWP), Seattle (NWS), and Walla Walla (NWW)) and exercises overall responsibility for the following primary mission areas: Command and Control, Regional Interface, Program Management, and Quality Assurance. Specific responsibilities NWD has within these areas are described in the succeeding paragraphs.

1. Commands and controls assigned Corps of Engineers districts; assures that civil works, military, hazardous, toxic and radioactive waste and support for others missions within prescribed boundaries are accomplished.
2. Provides strategic planning, assesses available resources versus mission requirements, and establishes priorities for emphasis. Maintains capability to execute emergency operations within U.S. Army Corps of Engineers (USACE) authorities, and as required supporting other Federal agencies' emergency missions.
3. Interprets Department of Defense (DOD), Department of Army (DA) and USACE policies; prepares implementing guidance to the districts to accomplish the operational aspects required. In an oversight role, assures that policies are applied consistently and implemented within delegated authorities. Identifies policy needs; coordinates issues which cross district boundaries, to include regional interface with Federal and State agencies, and other entities; recommends policy changes to higher headquarters.
4. Provides management, coordination and oversight of division-wide programs. Monitors district program execution and assists in resolution of project issues, as appropriate. Coordinates program requirements and capabilities among districts, other MSC's and agencies.
5. Provides quality assurance oversight of district processes, procedures, and activities. Monitors, evaluates and assures quality of districts' technical review programs. Facilitates resolution of technical and policy issues at district level requiring MSC involvement.
6. Exercises MSC responsibility for mandatory USACE centers of expertise which include the Hazardous, Toxic and Radioactive Waste (HTRW) Center of Expertise, Hydroelectric Design Center (HDC), Hydropower Systems–Economic Evaluation Center, Protective Design Center, Transportation Systems Center, and Electronic Mail Center. Directs water management activities and day-to-day operations of the Missouri River main stem reservoir system, and Columbia and Willamette river systems.

APPENDIX B
FUNCTIONAL STATEMENTS

1. OFFICE OF THE COMMANDER.

a. Commander.

(1) Commands and directs the activities of the Northwestern Division (NWD) in accomplishing assigned missions and program responsibilities.

(2) Commands and supervises activities of the NWD Headquarters and NWD District Commanders.

(3) Provides command and control, regional interface, program management, quality assurance, and serves as the principal Army representative regarding civil works, military, and hazardous, toxic and radioactive waste (HTRW) matters affecting political bodies, military commands, and other agencies within assigned areas of NWD jurisdiction as a major subordinate command (MSC).

b. Deputy Commander/Office, Chief of Staff.

(1) Assists the Commander in directing, supervising, and managing MSC, office, district activities. Acts as principal assistant and advisor to the Commander. As the Chief of Staff, is responsible for supervision of the administrative support staff organizations and coordination of overall division staff actions.

(2) Evaluates the effectiveness of policies and programs and provides recommendations to the Commander. Interprets plans, programs, and policies directed by the Chief of Engineers or Commander and provides guidance to the staff and districts as appropriate.

(3) Takes final action on matters delegated by the Commander.

(4) Coordinates, directs, and supervises activities of the Executive Office and administrative staff.

(5) Serves on boards, councils and committees as designated by the Commander.

c. Assistant Division Engineer (ADC).

(1) Serves as the Division Engineer's personal representative in Omaha.

(2) Serves as a voting member to the Division Board of Directors (DBOD), Program Budget Advisory Committee (PBAC), Missouri River Strategic Board, and Information Resource Management Steering Committee (IRMSC)).

(3) Serves as a central point of contact for coordination of regional issues as requested by HQUSACE, subordinate districts, regional stakeholders, customers, and other government agencies.

(4) Serves as the Division Engineer's representative to HQUSACE on specific issues, as directed by the Deputy Division Engineer or Division Commander.

d. Executive Assistant.

(1) Assists the Commander and Deputy Commander in supervising, directing, and managing activities of the division offices.

(2) Formulates general policies, procedures, and regulations, supervises their integration and application within the division. Provides required coordination of the headquarters staff.

(3) Coordinates, reviews and evaluates the effectiveness of administrative and operating policies; makes recommendations for improvement to the Commander and Deputy Commanders.

(4) Accomplishes special projects and specific duties as assigned by the Commander.

d. Special Assistants.

(1) Value Engineering Officer.

(a) Serves as the principal advisor to the Commander and Deputy Commanders for all matters relating to the NWD Value Engineering Program.

(b) Exercises staff surveillance over all division and district Value Engineering activities to assure compliance with headquarters initiatives and to assure the practicalness of applications.

(c) Serves as a member of the HQUSACE Value Engineering Advisory Committee.

(d) Interprets Value Engineering policies and provides guidance to the districts to ensure implementation.

(e) Provides oversight management support to Kansas City District for execution of DOD's Value Engineering Support System.

(f) Provides and supports Value Engineering training programs for the division headquarters, districts and Corps of Engineers partners.

(2) Emergency Operations Manager. Plans, organizes, and directs NWD Emergency Management Program. Specific program functional responsibilities are shown in paragraph 3d(15) of this Appendix.

(3) Native American Coordinator. Advises the Commander, Deputy Commander, and division headquarters staff on matters pertaining to interface with Native American Tribes.

(4) Military Personnel Technician.

(a) Administers the Military Personnel Management Program for NWD. Exercises and monitors, within Command policy, the Commander's authority in military personnel management.

(b) Exercises custodial and reporting responsibility for individual military personnel records.

2. CIVIL WORKS AND MANAGEMENT DIRECTORATE.

a. Office of the Director.

(1) Advises the Commander on all matters pertaining to civil works planning, operations, regulatory, readiness and emergency operations, BPA direct funded programs, pacific salmon issues, and water management activities within the NWD.

(2) Provides overall direction and staff management of the business management, civil works management, planning and policy, operations, and water management programs of the NWD. Establishes procedures, ensures continuity and coordinates resolution of inter-District and inter-Division programs and project management activities and issues. Serves as principal contact with Congressional Committees, members of Congress, state governors, and regional and local agencies.

(3) Performs programs management for Civil Works activities. Develops and defends the NWD Civil Works budget. Prepares the Division Commander for Congressional testimony. Manages regional program execution for Civil Works programs. Coordinates and conducts the HQNWD Programs Review Board (PRB) including management of all resulting command directed actions. Coordinates and consolidates the Division's Ten-Year Civil Works program. Interprets, disseminates, and implements program, project, and quality management policies and program budget guidance. Coordinates and maintains program information databases to include USACE automated information and network analysis systems. Performs quality assurance reviews of all program budget documentation and program budget databases. Assures project funding requirements are consistent with program budgetary funding guidelines, constraints, and policy. Assures District program and project execution schedules are reviewed for consistency and realism prior to committing to fiscal performance execution goals. Exercises staff oversight of civil works construction projects, the operations and maintenance of civil works projects, and the regulatory, emergency management and mobilization readiness programs. Exercises program leadership and direction for navigation, hydropower, regulatory, water management, natural resource management, recreation management, and flood damage reduction activities throughout the NWD Regional Business Center.

(4) Provides policy guidance, technical direction and assistance, planning program development and management, and quality assurance oversight to District activities during advance planning, reconnaissance, and feasibility phases of projects. Provides interface with Federal agencies, states, customers, sponsors, and stakeholders on a regional basis. Assures execution of all civil works planning activities. Leads strategic and tactical planning for HQNWD, recommends priorities, gives formal and informal direction to Districts, and integrates the results of these activities into each District's planning program. Develops and provides

direction for new work initiatives and makes recommendations to HQUSACE in these areas. Advises HQUSACE on regional trends, needs, and interests. Develops or reviews legislative proposals which are regional or national in scope. Coordinates District activities, which are of regional interest and benefit. Provides leadership for meeting regional needs. Provides regional representation to assure coordination, partnering, and mediation with appropriate Federal and state agencies, project partners, and environmental interests.

(5) Manages the operations of the Regional Business Center (RBC) and the Regional Management Board (RMB). Leads liaison efforts between the RMB and functional boards synchronizing activities with a particular focus on regional issues. Develops recommendations for the Division Board of Directors (DBOD) and the Division Commander. Performs strategic evaluations of resource allocation proposals and, in concert with Resource Management, develops recommendations for the Division Commander. Leads the Programs and Project Management Business Process (PMBP) throughout the NWD. Leads NWD strategic planning initiatives; monitors and coordinates implementation of USACE strategic planning initiatives. Develops and maintains relationships with strategic customers and allies. Establishes overall strategic direction for outreach activities in concert with the DBOD and the RMB. Develops, implements and maintains regional outreach plans. Leads efforts in development of strategic customers.

(6) Establishes and maintains quality assurance oversight to assure delivery of customer-focused quality products and services. Provides guidance to Districts on the implementation of planning quality control processes; audits the quality of District products and the responsiveness to national, regional, and customer needs. Serves as technical advisor to Districts, mediating and resolving technical and policy issues. Monitors Districts' technical capabilities to execute programs, mentors District team members, and provide opportunities for professional development.

(7) Responsible for water management activities and reservoir control systems in the Northwestern Division. Maintains appropriate coordination with Bonneville Power Administration (BPA), Southwestern Power Administration (SWPA), Western Area Power Administration (WAPA), connecting utilities, and power system planning organizations. Ensures consistent application of regional and power marketing policies as they apply to the Federal Power System Operation.

(8) Advises the Division Commander on current and future regional water situations, policy, legislation, treaty issues, and areas of potential controversy, along with pending actions regarding the Bonneville Power Administration, Power Planning Council, Pacific Northwest Utility Conference Committee (PNUCC), Pacific Northwest Coordination Agreement (PNCA), Columbia River Treaty, and fishery interests.

(9) Ensures that pacific salmon-related activities are conducted in accordance with established mission objectives and strategies. Maintains liaison with HQUSACE and the Assistant Secretary of the Army for Civil Works as well as regional, national and Congressional interests related to NWD implementation of pacific salmon goals, strategies and initiatives.

(10) Coordinate with Director, Military and Technical Directorate, on technical engineering, construction and real estate related items, including but not limited to, Dam Safety, bridge inspections, seismic issues, technical direction and assistance rights-of-way, and estate takings.

b. Business Management Office.

(1) Serves as NWD's Program Manager for the operations of the Regional Business Center (RBC), the Regional Management Board (RMB), and the Division Board of Directors (DBOD). Serves as the Executive Director of the RMB and DBOD responsible for the day-to-day management, coordination, and monitoring of RMB activities. Leads liaison efforts with functional boards (Contracting, Planning, Real Estate, Engineering, HTRW, etc.) synchronizing activities with a particular focus on regional issues. Develops RMB recommendations for consideration by the DBOD and the Division Commander; implements or assures implementation of approved recommendations. Performs strategic evaluations of resource allocation proposals and, in concert with Resource Management, develops recommendations for the Division Commander. Coordinates and monitors activities of a regional nature to ensure efforts are consistent with the goals of the RBC. Acts as the regional gatekeeper (issue resolution, problem solving, repository for information) for the NWD. Evaluates and recommends workload distribution of a regional nature.

(2) Facilitates business process reviews with technical and functional elements. Leads the implementation of the Programs and Project Management Business Process (PMBP) throughout the RBC. Identifies automated information system requirements and interfaces with the Directorate of Information Management to implement initiatives for business processes. Leads regional strategic planning initiatives. Monitors and coordinates implementation of USACE and NWD strategic planning initiatives.

(3) Serves as the NWD advocate for Strategic Management Review efforts. Performs market and customer research to assist outreach efforts.

(4) Serves as NWD's Program Manager for corporate development primarily through strategic regional account management. Develops and maintains relationships with key strategic customers and allies. Establishes overall strategic direction for outreach activities in concert with the DBOD and RMB. Develops, implements, and maintains regional outreach and account plans throughout the NWD. Serves as champion for RBC internal and external outreach efforts. Leads the RBC outreach team consisting of NWD and District representatives. Serves as advocate for outreach training throughout the NWD. Leads the effort in developing proposals for strategic customers and in brand management.

(5) Responsible for executive management of the DBOD and RMB. The Chief is assigned as the Executive Director of the DBOD and RMB and plans, facilitates, and executes activities for the boards. These efforts include establishing and setting meeting agendas; facilitating decisions for recommended actions; serving as the liaison between the boards; and ensuring implementation of decisions made by the Division Commander and the boards.

(6) Responsible for dealing with regional operational issues and initiatives including problem-solving between Districts or with customers; conflict resolution; development and implementation of regional business systems; customer service; quality program initiatives; public interaction; development of a regional skills inventory database; development and management of the annual Campaign Plans; review and recommendation of process changes; and regional sharing of resources.

c. Civil Works Management Division

(1) The Civil Works (CW) Management Division has programmatic responsibility for developing and executing the primary components of the Civil Works program for the Northwestern Division (NWD). This includes all work funded by the following appropriations: General Investigations (GI), Construction General (CG), Operations and Maintenance, General (O&M), and Regulatory. It is also responsible for coordination of the Bonneville Power Administration (BPA) direct funded O&M program.

(2) The CW Management Division is organized into two primary teams that are fully integrated to effectively operate as one organizational unit. The two primary teams are the Program Management (PM) Team and the Program Development (PD) Team.

(3) Interprets, disseminates, and implements budgetary and programming policy and procedural guidance for development of all current and future years Civil Works programs. Develops and defends the annual and Ten-Year Civil Works programs. Integrates input from other HQNWD offices, reviews, analyzes, recommends, and effects changes, as necessary. Monitors program execution and coordinates necessary revisions through reprogramming actions. Recommends and facilitates actions to achieve efficient execution of the current year Civil Works Program.

(4) Reviews budget documents and supporting documentation, reviews and analyzes changes from previous budget submissions, reviews and takes appropriate action on Schedule and Cost Change Requests (SACCRs), and reviews project documents, project schedules, and cost estimates for completeness, proper feature accounting, adequate justification for change, soundness, and compliance with legislative authority and current policy.

(5) Reviews and monitors current planning, design, construction, and O&M schedules, recommends changes for compliance with program policy and guidance, reviews funding plans based on project delivery schedules and project management plans, and analyzes changes from prior schedules. Reviews levels of effort for studies and projects based on established planning, design, construction, and O&M priorities, determines adequacy of current programming guidance, and adjusts District multi-year programs in accordance with fiscal year ceilings established by HQUSACE. Analyzes, validates, consolidates, and programs realistic planning, design, construction, and O&M funding capabilities.

(6) Reviews, manages, and coordinates New Start project recommendations for studies, planning, and construction in accordance with eligibility, selection, and prioritization criteria.

(7) Manages the Continuing Authorities Program (CAP) including the programming and reprogramming of funds, execution of project stages; obtains project approval and funding from HQUSACE to proceed to next stage, coordinates project requirements with Districts, and provides required reports to HQUSACE. Also manages the Planning Assistance to States (PAS) and Flood Plain Management Services (FPMS) programs.

(8) Manages the Planning Assistance to States (PAS) and Flood Plain Management Services (FPMS) programs.

(9) Provides analysis of District Regulatory, O&M General, and BPA O&M direct funded workload. Develops the annual O&M workload priority plan in coordination with District proponents and HQNWD subject matter experts. Manages program and budget requirements to meet changing and emergency priorities.

(10) Exercises staff supervision over preparation and assembly of all data necessary for briefing the Division Commander and the Director of Civil Works in preparation for testimony in support of budget estimates before the House and Senate Appropriations Subcommittees on Energy and Water Development. Prepares the Division Commander's testimony, attends subcommittee hearings with the Division Commander, and reviews and edits hearing transcripts for accuracy. Compiles data on design, cost, program changes and trends, and similar matters regarding the Civil Works program for response to requests arising in the review and defense process. Monitors the progress of congressional appropriation actions. Maintains oversight of the implementation of congressional actions as related to changes in appropriation acts and committee reports with particular reference to changes in the President's budget). Reviews congressional actions as related to changes in current USACE and administration policy.

(11) Reviews and endorses the Current Year Program Schedules for accomplishment of project activities in conformance with authorized, approved, and funded work; analyzes and validates monthly program execution obligation and expenditure schedules. Monitors progress of project delivery and overall program execution; evaluates District and overall NWD performance, determines causes for deviations from schedules and budgets, and in coordination with appropriate HQNWD staff, initiates program changes and funding adjustments. Reviews and endorses District requests for additional authority or funds, when required. Allocates funding reductions to District programs for overall savings and slippage. Develops the annual GI and CG workload priority plans with HQNWD functional representatives, District proponents, and subject matter experts.

(12) Interprets, evaluates, and determines impacts of program and budget legislation, guidance and regulations, annual programming criteria, and other directives provided by higher authority, giving full consideration to consistency with administration policy. Develops and provides program direction and guidance to Districts and HQNWD elements contributing to the development, defense, and execution of the Civil Works program. Reviews public laws and Congressional committee reports and determines District compliance with legislation, Congressional intent, and administration policy.

(13) Reviews all active, deferred, and inactive studies and projects, and recommends reclassification or deauthorization of projects, as appropriate.

(14) Develops or directs special analyses for response to communications from non-Federal agencies, local interests, news media, general public, members of Congress, Departments of Army and Defense, and other Government agencies, provides information on study and project justification, consequences of program changes, funding capabilities, and other program matters. Compiles and distributes the HQNWD Weekly Significant Activities Report (WSAR). Responsible for the Congressional Contacts Database (CCDB) and the reporting of congressional contacts to HQUSACE.

(15) Leads the conduct of monthly Civil Works Programs Review Board (PRB) meetings including the Civil Works portion of the quarterly Combined PRB meetings, Mid-Year Review, and Seventh Inning Stretch. Reviews District Project Review Board reports, identifies and analyzes issues, and recommends actions required to meet project delivery commitments. Prepares the Division Commander's Executive Summary and the PRB District feedback memorandum, transmits required reports and the Executive Summary to HQUSACE and Districts, as appropriate. Attends District Project Review Board meetings.

(16) Schedules and organizes periodic Civil Works program review meetings with each District, including project site visits. Typically two review cycles are conducted annually – a Fall Field Review in October/November and a Testimony Preparation Review in February/March.

(17) Monitors delivery of products (project reports, memoranda, plans and specifications, etc.) including those requiring review and approval by HQNWD and HQUSACE. Provides programming and budgeting support to the Planning and Policy, Operations, and Engineering and Construction Divisions. Provides support to the Districts in the delivery of projects through the coordination and resolution of programmatic issues within HQNWD and with HQUSACE. Recommends solutions and facilitates program-related actions in full coordination with other HQNWD offices.

(18) Responsible for the development of HQNWD guidance on the development and execution of Project Cooperation Agreements (PCAs) between the USACE and the project sponsor. Disseminates and assures implementation of USACE policy guidance. Coordinates the development, review, and approval of CG PCAs, Design Agreements, Memoranda of Agreement/Understanding, and other agreements on specifically authorized projects requiring MSC or higher level approval. Monitors the CAP PCA approval process as part of the CW Division's overall program management responsibilities (Planning and Policy Division facilitates the review and approval of individual CAP PCAs).

(19) Provides Regional Business Center (RBC) management overview for all phases of Civil Works projects being executed by the Districts (planning, design, construction, and O&M) and ensures participation by appropriate NWD RBC elements during the continuing phases of Civil Works projects. Leads in the planning, monitoring, and integrating of Civil Works RBC activities.

(20) Administers the Windows Automated Budget System (WINABS) for the O&M appropriation. Maintains GI and CAP databases. Assures that all projects are maintained in the corporate automated Programs and Project Management information system.

(21) Participates in reconnaissance, feasibility, design reviews, and pre-construction and construction conferences. Assures legislative and policy requirements and USACE directives regarding sound Programs and Project Management Business Processes are incorporated in product delivery plans.

(22) Coordinates with HQUSACE, Assistant Secretary of the Army for Civil Works, and federal, state and regional agencies regarding review and approval of Civil Works products and packages. Serves as the HQNWD point of contact in communicating with HQUSACE and District Civil Works project and programs management elements, other agencies, and Federal and non-federal interests.

(23) Serves as proponent of the Project and Resource Information System for Management (PRISM) and other automated management information systems for Civil Works programming. Participates in PRISM User Group meetings as a committee member and serves as the HQNWD PRISM coordinator, assists in establishing goals and plans for utilizing PRISM in support of the management process and resource decisions. Coordinates with HQUSACE Directorate of Civil Works and Resource Management, HQNWD, and District staffs on the periodic submittal of PRISM reports used to monitor FORCON data.

(24) Participates in mobilization exercises, prepares and/or updates applicable portions of mobilization plans and the Mobilization Table of Distribution and Allowances (MOBTDA). Reviews mobilization category classifications of ongoing or completed Civil Works studies or projects at least annually. In the event of mobilization, evaluates justification material for support of supplemental budget requests, rescissions, and deferrals.

d. Operations Division

(1) Serves as primary advisor and regional interagency coordinator to the Director, Program Management Civil Works, Commander, Deputy Commander and NWD staff, for civil works, operations and maintenance (O&M) activities, regulatory, emergency management/emergency operations, recreation and environmental stewardship (natural resources and environmental compliance) activities, and special projects.

(2) Plans, directs and coordinates, through the Director, all activities concerning O&M functions including Environmental Stewardship, Natural Resources and Environmental compliance and Recreation on completed civil works projects, regulatory and readiness/emergency operations.

(3) Exercises general management responsibilities over O&M, natural resources management, regulatory and emergency operations/readiness activities of the districts. Ensures uniform application of policy guidance and procedures; evaluates the performance of the districts and provides reports, through the Director, to HQUSACE. Develops and disseminates division-wide guidance.

(4) Develops and executes NWD-wide Operations and Regulatory training programs, to include participation in and support to HQUSACE and other Federal agency programs.

(5) Manages O&M and associated environmental activities for all NWD navigation projects, including floating plant, land plant, channel and harbor maintenance dredging, hydrographic surveys and flood control, hydropower and recreation projects/facilities.

(a) Represents NWD on the Industry Corps Hopper Dredge Management Group (ICHDMG) and advises HQUSACE on ICHDMG and other Minimum Fleet issues.

(b) Co-chairs with EPA Region 10 the Regional Dredge Team (RDT) and the Regional Management Team (RMT) for Dredged material evaluations.

(c) Provides NWD's ocean dumping coordinator (expert on Ocean Dumping Act) and the NWD Contaminated sediment specialist for both ODA and the CWA.

(d) Provides representation on the Western Dredging Association (WEDA), Permanent International Association of Dredging Congress (PIANC), Pacific Northwest Waterways Association (PNWA), and other professional and public dredging forums.

(e) Provides regional, National, and International Dredging and Dredged Material Testing Expertise on regional, National, and International issues of concern to the Corps.

(f) Participates in the National Coastal America process and provides the Regional Chair for the Northwest Regional Implementation Team of Coastal America.

(g) Oversees development of District Dredged Material Management Plans (DMMPS), reviews Draft Products and recommends approval by Division Commander of final product.

(h) Provides expertise for and coordinates activities of NWD for Section 312(a) & (b) cleanup dredging. Reviews and recommends approval of Section 312(a) reports and participates in review of Section 312(b) reports.

(i) Participates with HQUSACE in preparation of guidance and policies for Nationwide Dredging Program.

(j) Serves as NWD's technical advisor for biological/chemical testing requirement of the Clean Water Act, the Marine Protection Research and Sanctuaries Act, and other relevant environmental laws and regulations of the Corps and the Army. Provides expertise and is chair of the RMT which develops and updates the regional testing framework.

(k) Represents NWD and when requested HQUSACE at meetings and conferences as a National authority on Corps dredging policies and regulations.

(6) Provides representation on the Civil Works PRB's, and provides analysis and recommendations regarding indicators and Command Management Review ratings for NWD relative to performance in the operations, regulatory and readiness functional areas.

(7) Provides analysis of district regulatory and O&M workload; through the Director, develops and coordinates manpower requirements with functional chiefs. Recommends manpower distribution in accordance with project/program performance and needs.

(8) Ensures timely and accurate collection of flood control, navigation, dredging, hydropower, regulatory, natural resources, environmental compliance, emergency management and recreation program data.

(9) Promotes technology transfer concerning construction, O&M, natural resources management, regulatory and emergency operations/readiness initiatives.

(10) Ensures that effective communications are established with Native American Tribes on all aspects of the O&M, Regulatory and Natural Resources programs.

(11) Exercises responsibility for execution of all aspects of the Regulatory Program, including administrative appeals, in the division.

(a) Performs QA reviews and provides guidance on districts' implementation of the Regulatory Program, focusing on consistency in program execution.

(b) Recommends regional conditions for nationwide permits, and actions on permits and policy issues elevated to NWD, and budget allocations, to the Division Commander for decision.

(c) Resolves Regulatory Program issues raised to MSC level by other Federal or State agencies, or districts within NWD.

(d) Coordinates Regulatory functions with HQUSACE, the Environmental Protection Agency (EPA), U.S. Fish and Wildlife Service, and other Federal or State agencies as appropriate.

(e) Reviews and recommends action on all Regulatory issues referred, including those applications where the district's proposed decision is contrary to the written position of the governor. Approves special procedures or otherwise instructs the districts regarding emergency permit procedures.

(12) Exercises responsibility for civil works operations and maintenance (O&M) activities performed.

(a) Through the Director, serves as functional manager of the O&M subprogram of the overall Civil Works Program. Includes the O&M General, Flood Control and Coastal Emergencies (FCCE), General Regulatory, Aquatic Plant Control, and National Emergency Preparedness Programs (NEPP).

(b) Per ER 5-1-11, serves as the functional point of contact with the districts and HQUSACE on O&M budget management activities. Exercises functional responsibility for budget development, submittal, monitoring, reprogramming and execution. Provides guidance, coordination, and assures compliance on budget estimates, recommends work allowance adjustments, funds allocations, cost control, etc., and reviews same with HQNWD and HQUSACE staff elements. Coordinates final budget review and approval with Planning and Programs Management Directorate.

(c) Provides support to and coordinates with Planning and Programs Management Directorate in oversight of the O&M portion of the Civil Works Program.

(d) Is responsible for management of O&M programs performed by the districts relating to multipurpose dams, flood control projects, Corps-operated local protection works and other operating projects, provides staff oversight and conducts field inspections as required.

(e) Participates in the development and implementation of solutions to power system and environmental compliance issues as they relate to the operation of multipurpose projects.

(f) Participates in and supports efficient utilization of the Federal Power System. Works with other entities in the development of strategic plans to assure equipment availability and proper operation of a stable power system. Assures that civil works projects are being operated and maintained in the most efficient and effective manner. Provides assistance to districts in managing power projects effectively and economically, including the continuing evaluation of measures taken to improve efficiency and reliability. Provides QA oversight of hydropower O&M program for interagency power generation control and maintenance automation, including reviews of operation and maintenance of power plants, switchyards, related hydropower facilities, and associated water control structures.

(g) Provides guidance and oversight for consistent operational application throughout the division for fish and Endangered Species Act compliance. Manages and coordinates implementation plans at operating projects for remedial action plans regarding endangered species occurring in Civil Works Water Resource Development (CWWRD) projects, lands and waters, with other agencies.

(h) Assures that the administrative pathways (Master Plans, Operational Management Plans, related Feature Design Memorandums, O&M Manuals, and budgets) are appropriate, documented and approved for management of all operating CWWRD projects.

(i) Participates in Dam Safety Program and periodic structure inspections, and in mobilization and emergency activities/exercises.

(j) Coordinates hydropower operations and maintenance with the Reservoir Control Center (MRR), Water Management Division (NPR), Bonneville Power Administration (BPA), Southwestern Power Administration, Western Area Power Administration, connecting utilities, and power system planning organizations. Ensures consistent application of regional and power marketing policies as they apply to the Federal Power System Operation.

(k) Participates in the evaluation, development and deployment of remote sensing, GIS applications and computerized information systems by the districts for the support of operating projects.

(l) Acts as the primary division representative on operational agreements between the BPA and Corps of Engineers for maintenance work funded by BPA. Serves as the Corps representative to the Joint Operating Committee in accordance with the 1997 memorandum of agreement.

(m) Maintains liaison with navigation interests to ensure effective coordination on navigation matters, with public interest groups concerning implementation of the O&M program within the division, and with power marketing agencies, power customer groups and regional power pools and councils, as well as national level power councils. Represents the Corps and/or NWD at various professional societies and industry groups.

(n) Ensures consistent application of the Rehabilitation Evaluation Maintenance and Repair (REMR) Program and utilization of Electric Power Research Institute (EPRI) technology improvements for operating projects.

(o) Manages the division operational programs for hydropower test and evaluation, power plant operator training, maintenance management, power plant automation, inland navigation, and major rehabilitation. Assures consistency of staff responsibilities, training and career development opportunities for district Operations personnel.

(p) Manages the operations aspects for the division concerning union activities, negotiations, grievances, and classification issues at the operating projects.

(q) Performs QA reviews and coordinates operation and maintenance of the bank stabilization and navigation projects for the Missouri River and tributaries. Serves as permanent chairperson of the Missouri River Navigation Project Task Force.

(r) Performs QA reviews and coordinates Operation and Maintenance of Lock & Dams and navigation channels.

(s) Performs QA reviews of the PRIP program in reference to purchase of plant and the utilization of plant.

(t) Performs QA reviews of wreck removal requests in navigational projects and provides applicable guidance.

(u) Performs QA reviews of surveillance provided by districts on local protection works operated by local authorities; provides guidance and performs field inspections as appropriate.

(v) Performs QA reviews and coordinates, in conjunction with the Directorate of Information Management and Emergency Operations Manager, routine and emergency radio communications within HQNWD and between MSC's or other agencies, including base radio stations and vehicle or floating plant communications.

(w) Coordinates the Army energy conservation programs for operating facilities at civil works projects. Prepares the NWD Installation Energy Plan in accordance with the Corps of Engineers Energy Program.

(x) Analyzes region dredging requirements; evaluates and approves scheduling of two minimum fleet hopper dredges for most efficient and effective utilization. Coordinates minimum fleet activities with HQUSACE for West Coast, national and International usage. Approves plant rental rates for Corps hopper dredges, survey vessels, and other floating plant.

(13) Exercises responsibility for division Natural Resources Management Programs.

(a) Manages the stewardship of natural and cultural resources and mitigation/enhancement programs at division civil works projects.

1 Provides guidance and QA for compliance with ER 1130-2-540 and EP 1130-2-540.

2 Provides guidance and oversight of management plans, recovery plans and emergency response plans to protect, conserve and/or manage the environment.

3 Performs QA reviews of operational management plans, cultural resources management plans, lakeshore use management plans, and master plans.

4 Coordinates natural resources management functions with HQUSACE and other Federal and State agencies.

5 Monitors Endangered Species Act Program to ensure activities at civil works projects are consistent with biological opinions and recovery plans.

6 Provides guidance and QA for district implementation of the North American Waterfowl Management Plan and Prairie Pothole Joint Venture Program.

7 Provides guidance and QA for pest control programs at civil works projects.

8 Provides guidance and QA for compliance with the Native Americans Graves and Repatriation Act, the National Historic Preservation Act and other applicable laws.

9 Provides champion for Environmental Stewardship (NR/EC) program and budget.

(b) Manages the development and implementation of recreation programs at division civil works projects.

1 Provides guidance and QA for compliance with ER 1130-2-540, EP 1130-2-540, ER 1130-2-550 and EP 1130-2-550.

2 Performs QA reviews and coordinates activities associated with development, use and management of visitor services and programs at project areas.

3 Provides guidance on procedures for evaluating, assessing, and designation of special uses and special events permitted on project areas; monitors effects of use for adequate control and minimizing user conflict.

4 Provides staff guidance for the preparation of annual Natural Resource Management System (NRMS) update and migration to Operations Management Business Information Link (OMBIL).

5 Provides guidance to districts concerning establishment and management of effective user fee program. Monitors the fee program activities pertaining to methods of collection, accounting of direct and indirect costs, and other pertinent data required for use in furtherance of recreational program missions. Approves district fee schedules.

6 Provides guidance and QA review of the Visitor Assistance and Uniform programs. Coordinates and directs the citation training program for Corps of Engineers rangers and monitors the contract law enforcement program. Coordinates with the Security and Law Enforcement Office and the Safety and Occupational Health Office in monitoring visitor assistance and safety and occupational health programs.

7 Provides guidance for implementation of PL 89-72 and recreational cost sharing contracts at division civil works projects.

8 Provides guidance and QA of the Challenge Cost Share and Contribution programs at division civil works projects.

9 Provides division coordination and QA for the Interpretive Services and Outreach Program.

10 Provides division coordination and QA for the Corps of Engineers Volunteer Program.

11 Provides division coordination for implementation of the Sign Program on civil works projects.

12 Provides division oversight, guidance and QA of the Visitor Center and Cooperating Associations program.

13 Provides Champion for Recreation Program and budget.

(c) Manages the Environmental Compliance Program at division civil works projects.

1 Provides guidance and QA for compliance with ER 200-2-3.

2 Serves as division Environmental Compliance Coordinator responsible for administering the Environmental Compliance Program within the Operations element and coordinating with other functional elements having facilities management and/or environmental compliance responsibilities.

3 Provides guidance and QA for compliance with relevant environmental laws and regulations; coordinates related environmental compliance activities. Oversees environmental compliance and management programs within the Civil Works Program, utilizing tools such as The Environmental Assessment Manual (TEAM) and the Environmental Review Guide for Operations (ERGO).

4 Provides guidance and QA for the Pollution Prevention Program at civil works projects.

5 Provides guidance and QA for oil and hazardous spill response at civil works projects in coordination with Emergency Management/Readiness and other functional elements.

6 Provides guidance and QA for compliance with the management of polychlorinated biphenyls, ozone-depleting substances and hazardous substances/materials.

7 Monitors water quality testing activities and operation of potable water systems at civil works projects.

8 Provides guidance in coordination with other functional elements for compliance with the Federal Facilities Compliance Act and the payment of fees and fines.

9 Exercises responsibility for reporting requirements of the division Environmental Management Program Planning (FEDPLAN).

10 Provides guidance and QA for compliance with the Federal Agency Hazardous Waste Compliance Docket.

(d) Performs QA reviews and makes recommendations for natural resources management staffing and organization of district and project offices.

1 Provides guidance for improving mission accomplishment skills and career development for natural resources and recreation staff.

2 Provides QA of recommended and required training for natural and cultural resources, recreation and environmental compliance.

(e) Analyzes reports and studies pertaining to recreation, natural and cultural resources, and environmental compliance management activities. Monitors and participates in research programs, including the Recreation Management Support Program (RMSP) and Environmental Management Restoration Research Program (EMRRP).

(f) Provides division Civil Works Program antiterrorism coordination in establishment of a system by which district and project offices can evaluate and prioritize actions required preventing terrorism.

(g) Performs QA reviews on availability of project lands before interchange, disposal, or issuance and execution of real estate permits, leases and licenses for use by others.

(h) Coordinates Native American issues affecting civil works project lands and waters with division and district Native American Coordinators.

(14) Is responsible for the Emergency Management Program activities, and ensuring that the program is developed to meet the requirements for the Readiness 2000 concept of operations.

(a) Serves as emergency manager for domestic emergency preparedness and response, and Catastrophic Disaster Planning Program activities.

(b) Provides advice and recommendations for the Division Commander, Deputy Commanders, division headquarters staff, and district commanders and staff on program issues, including policy applicability, project eligibility, and program execution for operational readiness response activities under public laws, regulations, and disaster assistance authorities of USACE and other Federal agencies.

(c) Manages and coordinates the USACE Emergency Management Programs within the division; provides guidance to districts for the accomplishment of management responsibilities in accordance with established national policies and objectives.

(d) Oversees the development and execution of the NWD preparedness budget as pertains to assigned region office.

(e) Is responsible for natural disaster planning capabilities within the division, and monitors the region's and districts' Catastrophic Planning Program.

(f) Implements division emergency management policies, provides guidance and procedures to district elements for emergency activities. Exercises responsibility for QA of the region programs of inspection for completed local protection projects.

(g) Performs QA reviews of districts' technical reports and recommendations on emergency activities. Evaluates project eligibility and formulates division office action. Grants authority to exceed preauthorized district obligational authority limits for emergency operations when appropriate, and recommends to HQUSACE increases required beyond the Division Commander's delegated authority.

(h) Conducts staff assistance visits to each district to evaluate organizational preparedness and response, and resolve issues and problems affecting the division.

(i) Directs response actions in support of other Federal agencies with emergency tasking authority. Reviews request for assistance and makes recommendations on acceptance to the Division Commander and Deputy Commanders.

(j) Ensures that pre-designated Planning and Response Teams (PRT's) within the division are established, adequately manned and trained to meet Readiness 2000 requirements.

(k) Coordinates with HQUSACE and the Readiness Support Center (RSC) to support division training and exercise requirements within the division.

(l) Maintains liaison and coordination with external agencies such as Federal Emergency Management Agency (FEMA), EPA, United States Coast Guard (USCG), and others with division interest. Serves as advisor to Regional Emergency Transportation Coordinator for Department of Transportation.

(m) Administers region program for rehabilitation of Federal and non-Federal flood control projects under PL 84-99 by districts, in accordance with procedures and eligibility criteria established in ER 500-1-1.

(n) Represents the Division Commander on committees, such as the Regional Preparedness Committee, Regional Interagency Steering Committee, Regional Response Team, Regional Earthquake Planning Committee, and at meetings, conferences, and workshops. Evaluates Federal, State, and local emergency agencies' policies, regulations, directives, and plans in order to develop division requirements and ensure effective integration of division office support.

(o) Activates and ensures adequate manning of the Division Emergency Operations Center (EOC) and maintains it in a high degree of readiness, prepared to commence operations immediately during a potential or emergency situation.

(p) Serves as primary division office point-of-contact during duty and non-duty hours for all operational aspects of emergency management activities.

d. Planning and Policy Division

(1) Advises Director, Civil Works and Management Directorate, on all planning policy, legislative, formulation, economic, and environmental matters, in support of the Project Management Business Process (PMBP).

(2) Provides staff supervision and oversight of the Division planning process (Pre-authorization, Continuing Authorities, General Investigations, Master Planning, Economics, Planning Assistance to States, Floodplain Management, Environmental Impact Assessment, Historic Preservation, Ecosystem Restoration, North American Waterfowl Management, National Estuary Challenge 21, American Heritage Rivers Program and Endangered Species consultation, and Coastal programs).

(3) Participates in the development and perpetuation of a Civil Works Program Development Plan within the framework of the NWD Corporate Outreach Plan to develop initiatives for meeting the nation's unmet water resources needs and expanding customer base.

(4) Chairs Alternative Formulation Briefings, Feasibility Study Review Conferences, In-Progress Reviews, issue resolution and review conferences for Civil Works projects under the General Investigations Program.

(5) Conducts policy compliance review for Continuing Authorities Program (CAP) projects. Recommends project approval by the Director, Civil Works and Management Directorate, for construction of delegated CAP and ER projects.

(6) Maintains Planning Board to provide advice and recommendations to the NWD Regional Management Board on planning process improvements to include business process improvements, staffing, organizational, regional, and training considerations.

(7) Provides regional interface with Congressional, Federal, State and other regional interests, and assistance to multi-agency studies and research efforts in support of regional, national, and international interests.

(8) Consults with other Federal, State and quasi-governmental entities in development of long range plans for water resource development and management, and related aspects of environmental protection, restoration, and enhancements.

(9) Interprets HQUSACE policy for application and assists districts in resolving policy issues; recommends policy changes to HQUSACE. Interprets and determines impacts of authorization legislation. Reviews public laws and Congressional committee reports and determines district compliance with legislation.

(10) Represents Director, Civil Works and Management Directorate, on regional/national boards, task forces and commissions.

(11) Facilitates development of draft legislation for inclusion into authorization bills upon request by Congressional Members.

(12) Supports Commander's congressional testimony on planning issues and processes.

(13) Reviews district budget proposals and assists in development of the planning program budget. Recommends reprogramming of funds within delegated authority in support of the PMBP.

(14) Monitors/evaluates district planning program processes, and district capabilities to assure that resources are adequate for mission accomplishment; recommends appropriate actions in accordance with standard PMBP.

(15) Develops procedures and guidelines for accomplishing interdisciplinary planning studies, including baseline assessment, scoping, public participation, plan formulation, economic, environmental and social impact analysis.

(16) Monitors district product quality and technical review processes for planning activities, recommends appropriate changes. Assures quality of district technical review process for all planning and environmental related studies, reports and activities. Assists districts in resolving significant technical and policy issues.

(17) Performs Quality Assurance oversight on behalf of the Directorate of Civil Works and Management in accordance with the nine MSC QA focus areas.

(18) Ensures existing policies governing Civil Works are implemented in district planning and environmental related products. Facilitates resolution of policy issues with HQUSACE and others.

(19) Certifies adequacy of environmental impact statements and other documents that demonstrate MSC compliance with NEPA, CWA, CAA, FWCA, ESA, and other statutes. Certifies district final reports for public distribution, and provides oversight of Washington-level review of district planning products, as required.

(20) Prepares Division Commander's Public Notice for feasibility reports.

(21) Provides cultural resources and environmental review for DD Form 1391 (FY, Military Construction Project Data) certifications.

(22) Supports mobilization and military planning activities.

(23) Coordinates with NMFS and/or USFWS under the consultation procedures of the Endangered Species Act where effects to ESA-listed species are systemic in nature and transcend multiple district boundaries.

e. Fish Management Office.

(1) Ensure NWD Fish Program is accomplished in accordance with Corps of Engineers mission, goals, strategies and related regulations, policies and guidelines.

(2) Develop and coordinate Fish Program goals, objectives and strategies.

(3) Manage Fish Program activities in accordance with the Project Management Business Process (PMBP).

(4) Develop, defend and execute the annual budget for the Columbia River Fish Mitigation Project.

(5) Assist NWD offices and districts in implementation of Fish Program goals and strategic directions, and in resolution of associated issues.

(6) Provide regional interface with other Federal agencies, states, tribes and regional interests on strategic policy actions related to the NWD Fish Program.

(a) Represent Army (ASA) on the Columbia River Governance Forum.

(b) Represent NWD at regional implementation forum (IT and SCT).

(7) Provide regional, national and congressional liaison on Fish Program strategies/goals and major issues.

(8) Develop and oversee guidance for implementation of Fish Program public information activities.

f. Missouri River Basin Water Management Division

(1) Plans, coordinates, and directs the regulation of the Missouri River main stem reservoirs and power plants, directs actual water releases and power generation at these projects, and ensures that all project purposes are equitably served.

(2) Supervises or directs the operation of all Corps of Engineers tributary reservoirs in the Missouri River basin for flood control, navigation, and other downstream requirements, and supervises or directs the operation of Bureau of Reclamation reservoirs in the basin when those reservoirs are in or approaching the flood control zone.

(3) Exercises responsibility for Master Water Control Manual activities.

(a) Provides oversight and direction of the Missouri River Master Water Control Manual Review and Update.

(b) Plans, develops, and manages project/program objectives. Establishes program management processes and procedures to effectively manage the scope, quality, cost, budget and schedule of assigned projects/programs.

(c) Provides direction, program advice and assistance on all matters pertaining to the execution and management of projects related to the Master Manual.

(d) Endorses all products produced in support of assigned projects; effects changes where necessary to comply with project/program objectives.

(e) Is responsible for the public involvement and coordination aspects of assigned programs/projects related to Master Manual.

(f) Provides information and briefings to members of Congress, Assistant Secretary of Army for Civil Works (ASA)(CW), HQUSACE, representatives from other Federal agencies, State and local governments, tribes, local sponsors/customers, business and industry groups, and private citizens.

(g) Provides focal point for public involvement activities to ensure all aspects are properly coordinated. As region point of contact, responds to inquiries and questions from all interested parties regarding issues and program/project status.

(h) Assures prompt identification of problems or issues related to Master Manual; provides focal point in resolving issues identified by competing interests from Federal, tribal, State and local government agencies, business and industry groups, and private citizens. Assures information regarding issues and problem resolution is provided to all concerned.

(i) Assures that sponsor/customer or other agencies participation conforms to established policies, management plans and objectives, and that sponsor/customer commitments are being maintained.

(j) Directs development of all required sponsor/customer and Corps of Engineers agreements on assigned projects, negotiates such agreements on the part of the Corps of Engineers.

(k) Exercises responsibility for development and execution of resource requirements related to Master Manual activities.

(l) Accomplishes all budgetary, programming and coordination aspects of assigned programs/projects.

(m) Develops, analyzes, and coordinates Master Manual requirements related to the O&M budget, operating budget, and force configuration (FORCON).

(n) Coordinates with HQUSACE, districts, other MSC's, Federal agencies, and contractors on budgetary and project management objectives, study deficiencies, required changes, and additional information requirements.

(o) Establishes budgets and directs allocation of project funds to division and district elements, other Corps organizations, other Federal agencies, and contractors consistent with progress attained; monitors performance to assure commitments of all parties are being maintained.

(p) Monitors and approves project schedules and costs, making and/or recommending necessary adjustments, including use of contingencies based on changes and performance. Ensures NWD commitments are met. Prepares project management reports.

(q) Directs the management of milestones and budgets from planning through construction and initial operations.

(4) Exercises responsibility for reservoir regulation in Missouri River Basin.

(a) Acquires, assembles, and analyzes basin real-time hydrometeorological data; makes streamflow and seasonal water supply forecasts for use in preparing reservoir regulation plans and in real time regulations. Develops daily, weekly and monthly plans.

(b) Maintains the Missouri River Automated Database System and manages the data collection platforms and downlink operations for the Region Water Control Data Collection and Management System Master Plan. Integrates district needs; develops and implements that plan; provides annual updates to HQUSACE.

(c) Assembles and analyzes data on water requirements and main stem storage requirements to determine minimum and maximum flow levels; schedules system outflow reports on short and long- rates; prepares and issues range outlooks of reservoir contents, river stages, discharges and flood conditions; and advises HQUSACE of unusual problems and runoff potentials for both flood flows and droughts. Exercises flood control regulation of all main stem projects and coordinates the district flood control releases during major basin floods.

(d) Formulates Annual Operating Plan (AOP) for Missouri River main stem reservoirs. Incorporates necessary data on upstream water management and use, reservoir evaporation, and reservoir inflows. Conducts computer studies to develop plans for power production, navigation, fish management, irrigation, flood control, water supply, water quality, recreation, and endangered species throughout the system. Develops the region annual report to HQUSACE; publishes the preliminary and final AOP. Periodically updates AOP to reflect various seasonal needs.

(e) Reviews water control manuals and operating plans for tributary reservoirs and recommends approval or revision. Oversees regulation of tributary reservoirs and recommends changes as warranted to meet basin-wide goals. Prepares water control manuals for the main stem reservoirs. Approves requests for deviation from approved District tributary water control plans when appropriate.

(f) Provides guidance for development of Drought Contingency Plans; reviews Drought Contingency Plans for tributary reservoirs recommending approval or revisions and, in coordination with appropriate region office staff elements, develops such plans for the main stem reservoir system. Provides guidance on NWD Dam Safety program issues related to main stem.

(g) Conducts short and long-range technical studies designed to improve reservoir operation and documents procedures by preparing reports.

(h) Coordinates annual Cooperative stream gaging programs of district offices for Missouri River Region and forwards to HQUSACE with recommendations.

(i) Coordinates, consults, and interchanges information and data with counterpart or complementary units in other agencies and offices, including the U.S. Bureau of Reclamation, Western Area Power Administration, U.S. Fish and Wildlife Service, Soil Conservation Service, U.S. Geological Survey, National Weather Service and Kansas City and Omaha Districts.

(j) Prepares computer programs to process and analyze hydrologic data and reservoir regulation potentialities; presents results in readily available form for decision-making.

(k) Conducts statistical analyses and probability studies of precipitation, floods, low flows, ice conditions, and other hydrometeorological parameters as necessary, for planning and evaluation of reservoir regulation risks. Computes natural and actual stages at critical locations to provide district offices for computation of Annual Flood Damages Prevent.

(l) Develops and maintains GIS for spatial data and associated data bases to meet project regulation objectives for hydrologic modeling, and especially endangered species enhancement. Coordinates with other users and agencies on most effective utilization of GIS to fulfill authorized purposes. Serves as GIS point of contact and is responsible for remote sensing applications in the Reservoir Control Center.

(m) Conducts public meetings to coordinate and inform others on current and long-term reservoir regulation plans and policy.

(5) Exercises responsibility for power production activities.

(a) Assembles and analyzes basic data on annual and long-range power potential and executes monthly operational plans for optimum power generation at the main stem plants in full consideration of fish management, recreation, irrigation, water supply, navigation, flood control and endangered species.

(b) Prepares daily generation schedules with allowable tolerances for each main stem power plant and for detailed scheduling by the Western Area Power Administration dispatching office. Issues power production orders to each power plant covering all aspects of daily generation consistent with seasonal needs of other authorized uses.

(c) Prepares and issues current information and short-range forecasts regarding power plant capabilities and generation; schedules, coordinates, and authorizes maintenance outages of power facilities to minimize revenue loss to the marketing agent.

(d) Maintains statistical and operational parameter database reflecting project operations, overall generating characteristics of power plants and power production data.

(e) Provides liaison channel for all power-related contacts with other Federal agencies, States, and utility groups.

(f) Prepares weekly and monthly reports for distribution to news media and interested organizations and individuals.

(g) Incorporates endangered species needs into real-time regulation and forecasts; helps in planning and coordination of all endangered species aspects from regulation standpoint.

(h) Prepares computer programs to analyze system operations, balance reservoir storage and optimize power operation to the extent permitted by restraints associated with non-power functions.

(i) Provides direct communication with the Washington office of the Federal Energy Regulatory Commission relating to applications for permits, licenses, and headwater benefit data and power-related issues.

(j) Coordinates with State and Federal officials to determine desirable fish management, endangered species, power, recreation, and other goals as related to current and expected water supplies.

(k) Participates in power user group meetings to inform power customers of current plans and policy.

(l) Participates in NWD Dam Safety Program.

g. North Pacific Water Management Division

(1) Office of the Chief.

(a) Directs, coordinates and supervises the Power Branch, Hydrologic Engineering Branch, and Reservoir Control Center of the Water Management Division.

(b) Provides advice to the Director of Civil Works and Programs Management on current and future regional water situations, policy, legislation of same, treaty issues, and areas of potential controversy, along with pending actions regarding the Bonneville Power Administration (BPA), Power Planning Council, Pacific Northwest Utility Conference Committee (PNUCC), Pacific Northwest Coordination Agreement (PNCA), Columbia River Treaty, and fishery interests.

(c) Participates in regional coordination of operating plans, and their implementation.

(2) Power Branch.

(a) Drafts, negotiates, and administers treaty agreements, and operating plans including the annual hydropower operating plan for the Columbia River System. Participates in development of Columbia River Treaty Assured Operating Plans (AOP), Detailed Operating Plan (DOP), and operational agreements.

(b) Renders and conducts system regulation studies on the Hydro System Seasonal Regulation (HYSSR) model for Northwestern – North Pacific operations planning activities, and for other agencies as requested. Prepares system regulations studies for Northwestern districts Civil Works planning process.

(c) Using appropriate system analysis and production cost modeling techniques, provides support to the Hydroelectric Design Center for hydropower studies, power benefit analyses and economic evaluations, and generating unit criteria. Provides the same technical services as requested by Corps of Engineers districts within and outside of Northwestern Division.

(d) Provides support to Division and District Commanders for power studies and analyses to guide and support Northwestern – North Pacific decisions related to Northwest Power Planning Council (NPPC) plans and programs required by Endangered Species Act (ESA), or other legislation.

(e) Supervises and coordinates Corps of Engineers' reviews and comments on Federal Energy Regulatory Commission license applications and permits involving projects within Northwestern Division boundaries and others.

(f) Collaborates with Reservoir Control Center and Hydrologic Engineering Branch on day-to-day reservoir decisions and seasonal regulation schedules and plans.

(g) Provides support to Division Commander for power studies and analyses to guide and support Northwestern – North Pacific decisions related to National Marine Fisheries Service and U.S. Fish & Wildlife Endangered Species Act. This includes analyzing the impacts of their respective recovery programs on Corps hydropower projects.

(h) Provides technical support to the Corps and Bonneville Power Administration (BPA) Joint Operating Committee in the implementation of the Direct Funding Memorandum of Agreement between the two agencies. This includes working closely with Corps and BPA staff in identifying procedural changes to improve the efficiency of the Federal Columbia River Power System, developing tools to rank capital needs and opportunities, and recommending funding priorities for hydropower facilities improvements.

(3) Hydrologic Engineering Branch.

(a) Collaborates with Reservoir Control Center and Power Branch on day-to-day reservoir decisions and seasonal regulation schedules and plans.

(b) Conducts developmental studies leading to the enhancement of reservoir systems operations and operational forecasting and trains others in these techniques.

- (c) Conducts flood regulation studies to determine improved operating procedures, benefits from reservoir operations, post-flood analysis, and modifications to flood control rule curves.
- (d) Provides support for developing improved computer systems for water management applications.
- (e) Exercises oversight and management of the North Pacific Corps Water Control Data System (WCDS), including day-to-day operation, software and hardware procurement, and data archiving and retrieval.
- (f) Develops runoff and streamflow forecasts and consults with National Weather Service/River Forecast Center (NWS/RFC) on forecast integrity and develops new forecast procedures.
- (g) Plans and oversees implementation of hydromet data collection systems for system reservoir operations, and coordinates with other agencies through the Columbia River Water Management Group, Hydromet Data Committee, and Treaty Hydrometeorological Committee.
- (h) Participates in interagency irrigation depletion studies in the Columbia River basin.
- (i) Provides support to the Division Commander for studies and analyses to support HQNWD decisions related to Pacific Northwest Power Planning Council plans or programs.
- (j) Participates in the NWD Dam Safety Program.
- (k) Renders technical assistance to the districts in hydrologic engineering that pertains to reservoir system operations.
- (l) Reviews and approves appropriate water control plans, reservoir regulations, master manuals, engineering guidance manuals, circulars, etc.
- (m) Participates in field review groups for Corps Water Management System Modernization, Hydrologic Engineering, and Remote Sensing/GIS Corps R&D Programs.
- (n) Provides QA/QC for district studies.
- (o) Manages Columbia River Basin Telecommunication Network.

- (p) Prepares Columbia River Annual Report.
 - (q) Coordinates region-wide USGS Cooperative Streamgaging Program
 - (r) Performs Command Inspections of District Hydrology and Hydraulics function.
- (4) Reservoir Control Center.
- (a) Implements provisions of ER 1110-2-1400 and serves as North Pacific center of competence for reservoir regulation activities as designated by HQUSACE.
 - (b) Chairs and maintains administrative records for the Technical Management Team (TMT). The Technical Management Team prepares plans for the Columbia River System to meet Endangered Species Act needs in conjunction with BPA, Bureau of Reclamation, National Marine Fisheries Service, U.S. Fish and Wildlife Service, and the eighteen sovereign states and tribes. Coordinates TMT meetings and maintains the regional TMT web site.
 - (c) Directs, supervises or monitors regulation of all Corps and major non-Corps reservoirs in North Pacific Water Management Division, per the annual operating plan for the Columbia River System. Maintains surveillance of all remaining reservoir regulation activities in the North Pacific area.
 - (d) Makes requests, in coordination with BPA, for release/storage of water in Columbia River Treaty projects in Canada for U.S. Section of the Columbia River Treaty Operating Committee.
 - (e) Maintains briefing room and provides daily and special briefings on reservoir system status and regulation activities.
 - (f) Prepares annual and special reports as required by interagency entities, contractual agreements, or by regulation.
 - (g) Provides guidance and consultant services to the districts in water quality investigations related to reservoir operations and the Clean Water Act.
 - (h) Trains and assists personnel of North Pacific Water Management Division's districts and other various offices in the use of the computer models for the simulation of reservoir temperature profiles and the selection of withdrawal levels.

- (i) Prepares plans and directs project operation to minimize the nitrogen supersaturation and meet needs of the Clean Water Act.
- (j) Provides support to the Division Commander for studies and analyses to support HQNWD decisions related to Pacific Northwest Power Planning Council programs and programs required by the ESA.
- (k) Coordinates ESA fishery operations regionally and at individual projects to meet multipurpose uses and provide customer satisfaction.
- (l) Coordinates generating unit outages at individual projects to meet needs of the Federal Power Marking Agency while recognizing needs of ESA.

3. MILITARY & TECHNICAL DIRECTORATE.

a. Mission.

(1) Provides leadership in quality process management; technology transfer; and the development and maintenance of technical core competencies within engineering, construction, HTRW, and real estate functions.

(2) Exercises overall responsibility for directing and managing the division real estate program, including the appraisal, acquisition, management and disposal, and planning and control technical areas encompassing real estate activities for DA and DOD, and the military, civil, HTRW and SFO programs within the NWD geographic region.

(3) Provides overall direction, staff management and programs management of the military construction, HTRW, and SFO programs.

(4) Provides direction and leadership and exercises overall responsibility for the division dam safety program.

(5) Provides assistance as required to the Civil Works and Management Directorate.

b. Office of the Director.

(1) Advises the Commander on all matters pertaining to hazardous, toxic and radioactive waste (HTRW), Support for Others (SFO) and Military programs management activities within NWD.

(2) Exercises principal NWD staff responsibility for regional HTRW, SFO, and military programs implementation, schedules and costs. Assures overview and analysis of program performance by the districts concerning HTRW, SFO, and military projects, and monitors program execution.

(3) Reviews NWD and district implementation of the USACE Program and Project Management Business Process (PMBP), to evaluate effectiveness of quality assurance, efficiency, and execution efforts, as prescribed by ER 5-1-11.

(4) Chairs the NWD HTRW, SFO, and Military Program Review Board (PRBs) meetings.

(5) Provides representation on acquisition management teams for high visibility, intensely managed programs involving HTRW, SFO, and military projects.

(6) Exercises responsibility for analysis of district and NWD HTRW, SFO, and military workload, and development/coordination of corresponding manpower requirements with functional chiefs in the division headquarters. In coordination with Directorate of Resource Management, provides recommendations to the RMB on manpower distribution in accordance with project/program requirements.

(7) Assures coordinated development, review, and appropriate approval of memorandums of understanding (MOUs) for HTRW, SFO, and military project agreements requiring NWD or higher headquarters approval.

(8) Is the principal advisor to the Commander and responsible for technical aspects of military, Hazardous, Toxic and Radioactive Waste (HTRW) and Support for Others (SFO) programs. Directs the technical divisions of Engineering and Construction, Real Estate, and Seismic Center in Northwestern Division (NWD).

(9) Serves as the principal advisor to the Commander and provides technical direction and operational control for the Hazardous, Toxic and Radioactive Waste Center of Expertise (HTRW CX). Serves as the performance evaluation rater for the HTRW CX Director (functional statements for the HTRW CX are in the Omaha District Memorandum 10-1-2, Appendix I).

(10) Is responsible for and exercises staff supervision over all engineering, construction, and real estate activities carried out by the districts.

(11) Provides regional Corps technical interface with other Federal and non-Federal entities within NWD boundaries. Establishes and maintains working relationships with managers at other major subordinate commands (MSCs) involved in program execution, various functional chiefs at HQUSACE, Assistant Secretaries of Army for Civil Works (ASA(CW)) and Installations, Logistics and Environment (ASA(IL&E)), Office of Management and Budget (OMB), Congressional members and staff, other Federal departments and agencies, and State officials regarding interrelated technical aspects of programs and projects.

(12) Serves as authorized technical representative of the Commander in meetings/conferences with representatives of HQUSACE, other MSCs, districts and other Federal agencies, which involve NWD engineering and construction, real estate, HTRW, and dam safety activities. Acts as chief technical representative of the Commander in contact with military commands and installations, private industry, Federal, State, and municipal officials on military, civil works, dam safety, HTRW and SFO work.

(13) Provides management guidance pertaining to assigned functions for strategic planning, future mission development and legislative proposals.

(14) Oversees participation by elements of the Directorate in regional mobilization and emergency activities, and coordination of regional technical needs and capabilities among districts, other MSCs and governmental agencies.

(15) Assures technical issues resolution, committee participation, and exchange of information with HQUSACE, Environmental Protection Agency, and other agencies at the Federal, State and local government and non-government levels.

(16) Assists the Civil Works & Management Director in preparing the Commander for testifying to Congress on status of work within NWD. Assures technical data provided is appropriate, and advises the Commander in connection with the presentation of budget justification before the House and Senate Appropriation Subcommittees on Public Works.

(17) Assures technical data is provided and assists in reprogramming actions necessary for execution of the civil works, military, and HTRW budget processes.

(18) Oversees the architect-engineers (A-Es) selection process to assure conformity to statutes and regulations.

(19) Provides recommendations to the Commander, in coordination with the Directorate of Resource Management, on manpower distribution for the districts and HQNWD in accordance with project/program performance and needs.

(20) Serves as the Research and Development Coordinator in NWD for all research activities.

(21) Serves as NWD Engineer and Scientist Career Program Manager.

(22) Is the NWD Dam Safety Officer. Provides oversight for the management of the MSC Dam Safety Program.

(23) Provides management oversight for the NWD quality assurance (QA) role and quality management function concerning the district products in respective technical fields and programs.

(24) Assures coordinated development, review, and appropriate approval of memorandums of understanding or other agreements on technical matters requiring NWD and/or higher headquarters approval.

(25) Assures appropriate and measurable quality assurance indicators are established and monitored for assigned functional responsibilities.

(26) Oversees the NWD Value Engineering Program.

c. Military/HTRW/SFO Division

(1) Major Mission Overview: Assures the Military, Installation Support, Support for Others, and Environmental programs are delivered within cost, time schedules, and required quality. Ensures integration of technical staff elements to implement commitments made to Congress, military installations, state/local and other Federal agencies. The division's mission includes projects in 14 states, 55 Army and Air Force military installations, and HTRW remediation sites throughout the United States. Performs programmatic oversight of the planning, design, construction, and, as required, operations of a diverse range of projects that includes military infrastructure, medical facilities, housing, barracks, and HTRW site cleanup.

(a) Command & Control: Supports NWD Commander's objectives, e.g., Division Restructuring, Corps Vision, Strategic Business Development. Conducts monthly/quarterly Program Review Board meetings. Ensures each District PRB meeting is attended monthly. Participates in annual Division Staff Visits (e.g., compliance with ER5-1-10/11). Conducts corporate meetings with Districts to ensure PMBP issues resolved.

(b) Regional Interface: Coordinates with military (Army, AF, Reserves) installations/MACOMs/MAJCOMs (e.g., Annual Command Swing). Coordinates with Congressional delegation. Coordinates with numerous staff and federal agencies. Conducts regional Partnering Conference.

(c) Program Management: Proponent for Military Programs life cycle project management with emphasis on delivery of quality projects within budget and on schedule per the PMBP and as the Deputy Director of the Military and Technical Directorate. Coordinates quarterly/monthly PRB meetings. Provides input to quarterly NWD CMR, RMB and PBAC meetings. Ensures efficient/effective management of the NWD HTRW, SFO, and Military construction programs striving to attain "Green" USACE program execution standards. Places special emphasis on execution of USACE high-visibility projects commensurate with execution within budget and on schedule. Implements an aggressive Outreach Program to ensure meeting customer expectations via regional account management, e.g., ACC, AMC, Tribes, DOE, DOT, EPA.

(d) Quality Assurance: Ensures QA of the Project Management Business Process via annual Command visits; project management plans via Command visits; PROMIS data; and DD 1391s (programming documents) via E&C Team.

d. Military Team

(1) Advisor to the Director/Deputy Director, Military and Technical Directorate, for program management of the NWD Military Construction Program. Reviews and endorses Army design and construction directives issued by HQUSACE, and reconciles any problems with the appropriate HQUSACE program office prior to processing the directives to the districts. Issues design directives and endorses HQUSACE construction directives for assigned projects in the Air Force military construction program, for transmittal to the districts.

(2) Integrates and coordinates activities being accomplished on Military Construction and Installation Support Programs within NWD. Provides membership for the NWD DD Form 1391 (FY, Military Construction Project Data) review team. Prepares/reviews schedules for design and construction. Negotiates annual "locked" award forecasts between districts, HQUSACE and Army and Air Force Major Commands.

(3) Reviews, on a continuing basis, progress in meeting goals and objectives established for military program execution and initiates corrective action as required.

(4) Maintains direct liaison with Army and Air Force major commands, HQUSACE, Huntsville Engineering and Support Center and geographic MSCs; acts as single point of contact within the Directorate on military project/program issues.

(5) Directs district development of the annual Army planning and design (P&D) command operating budgets; negotiates budgets with HQUSACE.

(6) Reviews design schedules, cost estimates and budgets, construction schedules, construction funds requests/using service change requests and bid opening current working estimates proposed by the districts for adequacy and for meeting user needs. Arbitrates differences between district proposals and user needs as necessary.

(7) Supports districts in their delivery of military projects by facilitating products through the division headquarters, HQUSACE, and external organizations. Provides project-specific lessons learned, analysis and feedback to the districts, coordinating resolution of project issues with the various functional elements within NWD and higher headquarters.

(8) Ensures participation by appropriate NWD offices in all actions being taken concerning military construction programs and takes initiative in planning, monitoring, and integrating those activities.

(9) Coordinates, reviews and recommends approval of changes relating to criteria and/or design and construction issues within authority and assures compliance/coordination of change control procedures established for military programs.

(10) Coordinates with HQUSACE, Assistant Chief of Staff (Installations and Management), and major commands to address and resolve problems concerning scope, funding, or schedule changes that arise during the execution of military projects.

(11) Interprets, disseminates, and implements military programs policies, directives, and instructions from higher headquarters. Prepares and/or coordinates all correspondence relating to program management of individual Army and Air Force projects.

(12) Performs non-technical field inspections of Army and Air Force projects.

(13) Attends and participates in project design review conferences, periodic installation program review conferences, specially managed project conferences, and major command program review conferences. For Air Force projects, assures criteria of Air Force Requirements and Management Plans (RAMPs), design instructions, division directives and construction standards are met.

(14) Provides the Directorate's representation for Federal Emergency Management Agency's Regional Emergency Management Teams, and for MSC mobilization exercises.

(15) Conducts NWD Military PRB meetings. Prepares minutes and the Commander's Executive Summary to HQUSACE. Reviews, coordinates, and obtains NWD PRB approval of project cost estimate and schedule changes requiring approval beyond the district level. Submits recommendations for approvals to higher headquarters for schedule or cost changes as required.

(16) Presents the NWD military programs at HQUSACE and other major command line item reviews.

(17) Responsible for management of, and is the MSC single point of contact, for the Army Base Realignment and Closure (BRAC) Program assigned to NWD.

(a) Provides program management, guidance, and review of military activities being performed under BRAC by the districts.

(b) Integrates activities of HQNWD elements during the planning, programming, and design of BRAC projects; keeps staff elements advised of events impacting their areas of responsibility, particularly any problem areas requiring special attention.

(c) Reviews progress periodically in meeting goals and objectives established for execution of BRAC projects while in the design or construction phase; initiates corrective action as required.

(d) Maintains direct liaison with Department of Defense (DOD), Army/Air Force major commands and HQUSACE. Serves as the single point of contact within the division headquarters on matters impacting the execution of all military BRAC phases.

(e) Coordinates planning, design and construction requirements of the Army/Air Force major command level; includes informing the using services as to division design standards and policies, arbitrating administrative and technical problems, and furnishing direction to the districts.

(f) Reviews HQUSACE and USAF directives for design of military BRAC projects. Assures the establishment of reasonable design and construction schedules and coordinates schedule changes with involved agencies during program execution.

(g) Prepares the annual BRAC management and support budget for NWD. Provides all backup justification to support the request.

(18) Establishes and maintains the intergovernmental coordination management process for Federal Region VII as specified in Executive Order 12372, Intergovernmental Review of Federal Programs.

e. HTRW and SFO Team

(1) Advises the Director/Deputy Director, Military and Technical Directorate, for NWD program management of HTRW and SFO investigation, pre-design, design and remedial action activities including planning, scoping, scheduling, funding, progress reporting coordination, and problem-solving. Supports operation of the NWD business center and advises on business management assignments.

(2) Interprets, disseminates, and implements HTRW and SFO programs policies, directives, and instructions from higher headquarters. Performs Command Staff Inspections and Quality Assistance Visits of the districts for adherence.

(3) Is responsible for Defense Environmental Restoration Program (DERP), Environmental Quality (EQ), and Base Realignment and Closure (BRAC) environmental program management assigned to NWD districts. Responsible for the development and approval of the Formally Used Defense Sites (FUDS) annual work plan, funds distribution, and annual report to Congress. Oversees the DSMOA, RAB, and TAP programs. NWD POC for Ordnance and Explosives (OE).

(a) Provides program management, guidance, QA, and review of HTRW activities being performed under DERP, EQ, and BRAC by the districts.

(b) Integrates activities of HQNWD elements during the planning, programming, design, and construction of DERP, EQ, and BRAC projects; keeps staff elements advised of events impacting their areas of responsibility, particularly any problem areas requiring special attention.

(c) Reviews progress periodically in meeting goals and objectives established for execution and QA of DERP, EQ, and BRAC projects while in the investigation, pre-design or design, and remediation phase; initiates corrective action as required.

(d) Maintains direct liaison with Department of Defense (DOD), Army/Air Force major commands, other agencies with which NWD has MOUs, and HQUSACE. Serves as the single point of contact within the division headquarters on matters impacting the execution and QA of all DERP, EQ, and BRAC phases.

(e) Coordinates planning, design, and construction requirements of the lead agency at DOD Army/Air Force major command level; includes informing the using agencies as to division design and quality standards and policies, arbitrating administrative and technical problems, and furnishing direction to the districts.

(f) Reviews HQUSACE and USAF directives for design of DERP, EQ, and BRAC HTRW projects. Assures the establishment of reasonable pre-design, design, and construction schedules and coordinates schedule changes with involved agencies during program execution.

(g) Maintains an oversight role on the execution of rapid response/immediate response contracts and other specialty contract tools.

(h) Prepares, defends, and manages the annual Army DERP/BRAC management and support budget for NWD. Provides all backup justification to support the request.

(i) Coordinates and processes all Freedom of Information Act (FOIA) requests relating to the HTRW Programs.

(4) Is responsible for Superfund (SF), Formerly Utilized Sites Remedial Action Program (FUSRAP), and Support for Others program management assigned to NWD districts.

(a) Provides program management, guidance, QA, and review of program activities being performed under the SF, FUSRAP, and SFO Programs by districts.

(b) Integrates activities of HQNWD elements during the planning, programming, design, and construction of SF, Department of Energy (DOE), FUSRAP, Support for Others, and civil works HTRW projects; keeps staff elements advised of events impacting their areas of responsibility, particularly any problem areas requiring special attention.

(c) Reviews progress periodically in meeting goals and objectives established for execution and QA of the SF, DOE, FUSRAP, Support for Others, and civil works HTRW programs while in investigation, pre-design, design, and remediation phases, or during enforcement efforts; initiates corrective action as required.

(d) Maintains direct liaison with the EPA, agencies with which NWD has MOUs, and HQUSACE. Acts as the single point of contact within division headquarters on matters impacting the execution and QA of all phases of the SF, DOE, FUSRAP, Support for Others, and civil works HTRW programs.

(e) Coordinates planning, design, and construction requirements of the lead agency at the EPA regions, DOE operations offices, HQUSACE, and Assistant Secretary of the Army for Civil Works (ASA(CW)) level; includes informing the using agency as to the division design and quality standards and policies, arbitrating administrative and technical problems, and furnishing direction to the districts.

(f) Reviews HQUSACE civil works directives and EPA interagency agreements (IAGs) for design of HTRW projects. Ensures the establishment of reasonable pre-design, design, construction schedules, and coordinates schedule changes with involved agencies during the execution of their programs.

(g) Prepares, defends, and manages NWD SF, FUSRAP, and Support for Others budgets for management and support funds. Provides all backup justification to support the requests.

(h) Coordinates and processes all Freedom of Information Act (FOIA) requests relating to the HTRW Program. Serves as account manager when assigned.

(i) Serves as the MSC SF, FUSRAP, and SFO Coordinator for HQUSACE upward reporting of all program activities within NWD.

(5) Reviews and recommends, as appropriate, projects for inclusion in NWD HTRW and SFO PRB meetings.

(6) Provides support to the Director, Military and Technical Directorate, in conducting NWD HTRW PRB and HQ USACE DMR/CMR/SMR meetings. Prepares minutes and the Commander's Executive Summary to HQUSACE. Reviews, coordinates, and obtains NWD PRB approval of project cost estimate and schedule changes requiring approval beyond the district level. Submits recommendations for approvals to higher headquarters for schedule or cost changes as required.

(7) Responsible for the implementation and oversight of ER 5-1-10 and development, negotiation, and coordination of MOAs/MOUs with other districts and MSCs and customers.

(8) Reviews and approves contract acquisition strategy plans. Serves on evaluation boards and Source Selection Committees. Supports, develops, and coordinates innovative contracting tools.

(9) Performs non-technical field inspections and attends Restoration Advisory Board meetings of projects to obtain customer interest and feedback on Corps performance.

f. Technical Engineering and Construction Division Major Functions: Quality Process Management; Technical Assistance; Lessons Learned; Technology Transfer; Training and Development; Technical Boards; Dam Safety; DD 1391 Review/Certification; Value Engineering Oversight; and DCE Evaluations.

(1) Serves as the principal advisor to the Military and Technical Director and the Civil Works and Management Director for all engineering and construction activities within NWD for the civil, military, HTRW and Support for Others (SFO) programs.

(2) Provides technical engineering and construction oversight and management review for all applicable programs and related activities, including those of the centers of expertise in the districts as follows: Hydroelectric Design Center (HDC), Hydropower System-Economic Evaluation, Protective Design Center (PDC), Transportation Systems Center (TSMCX), Interior Design Center (IDTX), and Preservation of Historic Buildings and Structures.

(3) Serves as division proponent for engineering and construction programs execution.

(4) Provides senior engineering and construction discipline support to districts throughout the design and construction phase of projects.

(5) Monitors technical engineering and construction competency of district staff for production and review. Establishes and monitors technical engineering and construction review performance indicators. Selectively spot checks overall quality of district engineering and construction products and recommends corrective action where needed.

(6) Provides staff supervision of all technical engineering and construction functions, including geotechnical, civil, structural, electrical, mechanical, architectural, hydraulics, hydrology, materials, geological, paving, cost, environmental, and value engineering disciplines through Staff Inspections and Quality Assurance Inspections.

(7) Manages and facilitates regional standard designs on all programs; supports HQUSACE and laboratories in the preparation and review of technical engineering and construction guidance documents.

(8) Participates in project technical strategy sessions and assists in resolving major technical engineering and construction issues, as required.

(9) Provides technical engineering and construction assistance/consulting services to districts and HQUSACE on resolution of technical issues; approves district requests for deviations from criteria.

(10) Attends and participates in design review conferences; assures engineering and construction requirements and NWD directives are included in the project in a constructible manner. Assures the establishment of reasonable design and construction schedules.

(11) Provides technical engineering and construction guidance for strategic planning, future mission development, and legislative proposals.

(12) Reviews and monitors districts' A-E selection procedures and approves A-E selections above District Commanders' approval authority.

(13) Analyzes NWD and district engineering and construction workload and manpower requirements to determine the impact of changing workload on division and district organizational structures and staffing requirements, recommending actions to be taken as a result of these studies.

(14) Manages technical aspects of military programming document DD Form 1391; manages/coordinates certification process, performs technical engineering reviews for certification.

(15) Interprets and assures compliance with engineering and construction policies of higher authority for military, civil, HTRW and SFO; formulates local implementation measures and recommends policy changes to HQUSACE where warranted. Develops improvements in engineering and construction practices, methods and policies. Interprets HQUSACE policy for application to all technical engineering and construction issues, resolves policy issues, and issues local implementation measures.

(16) Provides technical engineering review and approval of periodic dam inspection reports.

(17) Serves as engineering and construction technical proponent at PRB meetings and provides technical engineering and construction support of all programs (civil, military, HTRW and Support for Others).

(18) Manages the NWD Value Engineering Program. Provides representation on the HQUSACE Value Engineering Advisory Committee.

(19) Monitors district design costs.

(20) Provides membership on the HQUSACE Cost Engineering Steering Committee.

(21) Manages and coordinates districts' preparation and submittal of entries in the annual Distinguished Design Awards Program, and the HQUSACE/Division Construction Personnel and Contractor Awards Program.

(23) Performs duties of the Army Power Procurement Officer Representative (APPOR) for NWD.

(24) Manages the NWD Bridge Inspection Program.

(25) Manages and coordinates the NWD Federal and non-Federal Dam Safety Program.

(26) Participates, in a quality assurance role, in districts' periodic inspection program of civil works projects and periodic dam inspections.

(27) Provides technical engineering and construction regional interface with other Federal, non-Federal agencies, State and local interests. Provides representation on Corps-wide, interagency, and non-Federal task groups, boards, and committees.

(28) Represents the Commander, Deputy Commanders, and Director on regional/national boards, commissions, and task forces. Maintains liaison and coordination with other agencies and professional organizations.

(29) Participates in regional mobilization and emergency activities.

(30) Provides technical engineering and construction support for regional interface on basin-wide water resources/water control issues and for preparation of Congressional testimony and budget justification.

(31) Advises HQUSACE on regional trends, needs for new technology, and training needs.

(32) Coordinates regional technical engineering and construction needs and capabilities among districts, other MSCs and agencies, and chairs workshops by discipline, organization, and program. Maintains liaison with other HQNWD staff elements to exchange information in the form of update, feedback, and design/construction improvement recommendations.

(33) Provides representation for the Army Facilities Standardization Program.

(34) Assists and participates in instruction of USACE training courses nationwide that pertain to engineering and construction functions, in addition to implementation and review of training at district level.

(35) Provides technical engineering and construction support for the DOD Federal Agency Committee pertaining to underground heat distribution systems.

(36) Provides technical engineering support for navigation and bank stabilization projects.

(37) Provides representation on MSC Research and Development Committees.

(38) Coordinates physical model study activities with research laboratories.

(39) Provides NWD point of contact for exchange of Utility Monitoring and Control Systems (UMCS) information between higher authority and other MSCs; reviews scope of UMCS projects for compliance with the Army Energy Conservation Program.

(40) Provides technical engineering support for approval of Continuing Authorities Program and PL 84-99 activities.

(41) Coordinates requirements of the using agency, to include advising the using agency as to Corps of Engineers'/DOD/Federal standards and policies, arbitrating technical problems and furnishing direction to the districts.

(42) Develops, monitors and directs the Division Engineering and Construction Quality Assurance/ Quality Control (QA/QC) programs through district/field visits/audits and client contacts during pre-design, design, construction and operational status.

(43) Evaluates, verifies, and maintains oversight of districts' engineering and construction quality control/assurance process for all activities on a systematic and product-specific basis, and assures district implementation of same.

(44) Conducts quality assurance reviews of engineering and construction products in pre-design, design, construction, and operational status.

(45) Performs in-depth evaluation of QA/QC process during the engineering and construction phase; recommends improvements to procedures and policies, and assists in the QA/QC training required of field personnel.

(46) Performs QA reviews and analyzes engineering and construction features of civil works design memorandums, and contract plans and specifications for civil, military and HTRW projects. Performs random QA reviews of plans and specifications for biddability, constructability, operability and environmental issues on projects of particular significance, special interest or visibility.

(47) Provides QA of district methods for identifying design deficiencies.

(48) Participates in reviews identified in QC/QA plans, such as 35% reviews, 60% reviews, Design Documentation Reports (DDR), Engineering Documentation Reports (EDR), Reevaluation Reports (RR), etc.; facilitates resolution of policy and technical engineering and construction issues.

(49) Participates in claims review and contractor/MSC Commander meetings on an as-needed basis. Provides overview on changes, claims and disputes evolving in the districts on construction contracts. Performs engineering and construction review and analysis of contractor claims, coordinates with pertinent elements in development of corporate MSC/district position. Analyzes information submitted by contractors together with facts, findings, conclusions, and recommendations submitted by districts to determine sufficiency of information and adequacy of Contracting Officer's decision. Reviews changes and assures compliance/coordination of change control procedures established for engineering and construction programs.

(50) Evaluates new materials and procedures by participating in design, award, construction and post-completion inspection and evaluation teams and makes recommendations to higher authority on revisions to the guide specifications.

(51) Develops engineering and construction inspection criteria and examines mission execution. Assures the completed facilities will satisfy operating requirements and that uniform inspection policies and practices are followed.

(52) Provides staff supervision and support as necessary in shop inspection activities relating to materials, fabrication, and testing of equipment to be incorporated into construction projects.

(53) Monitors, promotes, coordinates implementation, and evaluates compliance with safety and accident prevention policies and procedures by construction field offices during inspections and site visits.

(54) Performs QA reviews of submittal procedures periodically; assures continuity and necessary information is available in support of quality engineering and construction.

(55) Monitors deficiency cleanup procedures and effort at contract completion; evaluates procedures to assure process is effective.

(56) Monitors and evaluates warranty policies and procedures; recommends direction for improvement and timely response.

(57) Surveys periodically the feedback and transfer continuity of information on lessons learned, contract document shortcomings, and customer dissatisfaction.

(58) Monitors supervision and administration (S&A) rates to assure conformance within established guidelines/ceilings.

g. Real Estate Office.

(1) Principal advisor to the NWD Commander, Deputy Commander(s), Military and Technical Directorate and Civil Works and Management Directorate on real estate matters including the Appraisal, Acquisition, Management, Disposal, Planning and Control technical areas encompassing real estate activities for DA, DoD, Defense agencies, civil, HTRW and SFO programs of NWD

(2) Provides NWD-wide staff supervision, technical management, direction, oversight, administration and coordination of real estate programs and activities, including the functions of Acquisition, Appraisal, Management and Disposal, Planning and Control. Programs include DoD Recruiting Facilities Program, Base Closure and Realignment, Army Reserve, National Guard, Federal and non-Federal acquisition, real estate disposal and SFO.

(3) Coordinates and oversees actions, which involves multiple districts or MSCs. Provides interface concerning real estate matters with regional and national offices of other Federal agencies (EPA, DOE, DOI, USDA, GSA, DOJ, etc.); non-Federal entities; States, Native American Tribes and local governments; congressional interests; Department of Army and Army major commands; and Air Force major commands. Serve on interagency and non-Federal task forces and committees.

(4) Assists Districts in developing Quality Control (QC)/Quality Assurance (QA) plans for all real estate programs, projects and activities. Develops NWD Quality Assurance (QA) plans to assure Districts' compliance with QC/QA plans.

(5) Provides real estate assistance on litigated matters concerning military and civil works properties prior to HQUSACE submittal to the Department of Justice. Makes recommendations on condemnation settlement offers, court awards, and post trial motions, including appeals.

(6) Reviews and makes recommendations to HQUSACE on nonstandard estates, counteroffers, waivers, outgrants, deeds and other real estate products which exceed authorities delegated to NWD.

(7) Provides recommendations concerning allocations and reprogramming of funding and manpower for division office and district real estate programs, including direct funded real estate military programs.

(8) Oversees the administration of the real property inventory, asset management, CFO compliance and audit of realty transactions and records.

(9) Reviews inleases, outgrants, deeds, condemnation assemblies and other real estate documents and certifies as to compliance with QC plans in accordance with delegated authority.

(10) Reviews real estate portions of pre-authorization and post-authorization reports, and certifies as to compliance with QC/QA plan. Assures military and Superfund Real Estate Planning Reports (REPRs) prepared by Districts comply with QC/QA plan.

(11) Manages and directs real estate appraisal activities NWD-wide. Reviews and approves appraisals in accordance with delegated authority, or forwards with recommendations to higher authority. Oversees district appraiser certification and training.

(12) Examines and coordinates all disputes, claims and litigation resulting from the use and occupancy of real property with the Office of Counsel and recommends appropriate action.

(13) Interprets and ensures consistent application of real estate policy and procedures throughout NWD. Facilitates resolution of policy issues with HQUSACE and others. Recommends policy changes to higher authority.

(14) Exercises delegated real estate activities for Department of Justice and Assistant Secretary of Army for Installations, Logistics and Environment (ASA (IL&E)).

(15) Monitors real estate programs execution and assures proactive involvement to insure program execution. Operating as a corporate regional business center, evaluates and aligns division-wide real estate resources to assure districts meet their clients' expectations effectively and efficiently.

(16) Assures all districts maintain a capable workforce trained and ready to support real estate requirements and activities for contingency, national security and domestic emergency response and disaster relief operations. Participates in mobilization and emergency activities and exercises. Supports overseas real estate programs.

(17) Provides membership on the civil works, military and HTRW PRBs.

(18) Develops and maintains a list of approved technical review personnel for the real estate functions within NWD. Provides technical oversight to districts on complex or controversial projects, products or issues to ensure application of sound real estate principles, regulations, laws and policy.

(19) Monitors customer stated and implied satisfaction with district real estate products and services.

(20) Provides supporting data for the Commander's congressional testimony pertaining to real estate.

(21) Serves as the NWD program manager for the U.S. Army Corps of Engineers Real Estate career program (CP 55).

(22) Supports strategic planning initiatives and provides assistance in the development of vision, strategies and goals. Supports NWD business development and outreach programs.

h. Seismic Center.

(1) Ensures that nation-wide efforts of districts and A-Es involved in earthquake hazard assessment activities have consistent goals and results.

(2) Provides technical support to districts nation-wide on matters related to interpretation and implementation of seismic hazard reduction criteria.

(3) Manages the development of nation-wide technical criteria documents related to seismic hazard assessment of civil works and Army buildings and lifelines.

(4) Develops, manages, and controls the funding for projects to complete the Corps-wide program to assess the earthquake hazard to existing USACE and Army buildings and structures.

(5) Provides technical consultations with districts and A-Es, including instruction of training workshops, to ensure proper implementation of seismic evaluation and design guidance.

(6) Monitors earthquake hazard assessment and seismic hazard reductions programs to assure the quality of results of projects and programs that are accomplished by districts and A-Es to evaluate the earthquake hazards of USACE and Army buildings and lifelines.

4. DIRECTORATE OF RESOURCE MANAGEMENT.

a. Exercises responsibility as NWD Chief Financial Officer. Advises the Division Commander, Deputy Commander, and HQNWD staff on programming and budgeting matters; finance, accounting and administrative control of funds; manpower management; management analysis; economic and cost analysis; management control process; and command management review and productivity improvement activities.

b. Provides staff oversight of resource management activities throughout the division.

c. Serves as a representative on the NWD Civil Works, HTRW, and Military PRBs, and as Co-Chair of the NWD Regional Management Board (RMB).

d. Prepares applicable portions of command studies and plans in support of emergency, contingency, mobilization, general war, and base development plans.

e. Serves as the NWD Civilian Career Program Manager for Comptroller (CP-11) and Manpower and Force Management (CP-26) Career Programs.

f. Acts as the proponent for Budget Program activities.

(1) Assists and advises NWD staff elements on matters pertaining to funds-related administrative restrictions and limitations.

(2) Develops and submits annual budgets for HQNWD, monitors their execution throughout the fiscal year in the following areas:

(a) Civil activities, including General Expense, Flood Control and Coastal Emergencies, General Investigations, Construction General, Operations and Maintenance General, and Superfund, etc.

(b) Military activities, including Operations and Maintenance, Army, Installation Restoration Program, Formerly Used Defense Sites Program, and reimbursable programs, etc.

(c) Facility activities, i.e., revolving fund.

(3) Prepares monthly financial plan report and other special reports as required.

(4) Prepares NWD operating/functional budgets for the fiscal year and monitors the execution to include updating/revisions throughout the fiscal year. Advises each HQNWD organization monthly as to the status of their account.

(5) Manages the Plant Replacement and Improvement Program (PRIP) for the division.

(6) Exercises staff oversight of district budget functions.

(7) Reviews civil budget project data provided by Civil Works and Management Directorate and district budget elements prior to submission to HQUSACE.

(8) Receives, accepts, and allocates all military and civil direct and reimbursable funds for HQNWD. Initiates/processes all requests for increases or decreases in NWD direct and reimbursable funding.

(9) Exercises control over the use of all division funds, including administrative restrictions and limitations.

(10) Consolidates, reviews and monitors district Military Construction, Army (MCA) obligation schedules for direct and reimbursable work by fiscal year submitted to HQUSACE.

(11) Prepares submissions for all military funded capital investment programs.

(12) Prepares the General Expense Schedule of Obligations and Expenditures and the Force Configuration Report for HQNWD in coordination with Civil Works and Management Directorate.

g. Exercises responsibility for NWD Finance and Accounting (F&A) activities.

(1) Advises staff elements on all finance and accounting matters pertaining to revolving fund and allotted military and civil funds.

(2) Provides staff oversight of F&A activities within the division and districts. Ensures procedures are established to control funds and prevent violations of fiscal statutes.

(3) Coordinates financial issues with the Department of Treasury, General Accounting Office, DFAS, and other agencies.

(4) Functions as the NWD focal point for the Corps of Engineers Financial Management System (CEFMS) deployed within the division. Provides guidance and assistance

to division headquarters staff and districts regarding CEFMS. Coordinates with the Directorate of Information Management and district counterparts and assists in resolution of problem areas; provides a network for expeditious channeling of CEFMS issues to HQUSACE.

(5) Provides consulting and advisory services on the technical aspects of finance operations. Advises on interpretation of regulations and directives pertaining to payments from appropriated funds. Resolves entitlement questions relating to travel allowances and advises NWD staff as to appropriate timekeeping and labor costing procedures.

(6) Implements and administers F&A Quality Assurance Program within NWD.

(7) Reviews and monitors all financial reports and statements for compliance with regulations, accuracy, timeliness, and proper reconciliation. Establishes, monitors, and reviews revolving fund accounts; evaluates district nominal balances and management procedures.

(8) Reviews requests for Advance Decisions to the Comptroller General and transfers of delinquent accounts and claims against the U.S. Government for appropriate supportive documentation, proper detail, and compliance with governing regulations.

(9) Monitors financial accounting of property throughout NWD.

(10) Provides liaison between the power marketing agencies and districts on matters concerning hydropower accounting and reporting.

h. Is responsible for NWD Management Analysis activities.

(1) Conducts cost comparison analyses and analytical studies of specific management or internal organizational problems that involve missions, functions, organization, workload, resources, business processes, methods and procedures. Formulates recommendations for action by the Commander, Deputy Commander, and NWD staff principals.

(2) Reviews, analyzes, and recommends actions on existing missions, organizational structure, assignment of functions, and proposed changes. Evaluates proposed deviations from prescribed organizations and functions; prepares recommendations for Division Commander to approve and/or forward to HQUSACE/Districts.

(3) Participates, as requested, in systems studies leading to acquisition or installation of new equipment, processes, and systems.

(4) Publishes and maintains the NWD Organization and Functions directive (NWDR 10-1-2).

(5) Prepares and distributes the HQNWD Directory and Position Charts.

(6) Manages the NWD Command Management Review (CMR) process; develops and maintains MSC-wide system for assessing NWD/District performance and trends against assigned missions, programs, established command objectives and HQUSACE CMR indicators. Provides guidance to the division headquarters staff on performance indicators, chart formats, and briefing items for the NWD quarterly CMR prebrief presentations. Conducts associated statistical reviews or analyses as required.

(7) Provides the NWD Committee Management Officer; monitors the establishment, continuing need, and dissolution of division headquarters boards, councils and committees; prepares and maintains the NWD Committee Management directive (NWDOM 15-1-1).

(8) Coordinates actions on HQUSACE Command Inspection Visits to HQNWD.

(9) Manages the NWD Command Inspection Program, and development and maintenance of the Organizational Inspection Program for the division headquarters.

(10) Provides division program manager for the Army Ideas for Excellence Program (AIEP) and directs and administers the NWD program.

(11) Provides the Division Commercial Activities (CA) Program Manager and manages the CA program for NWD.

(12) Exercises responsibility as the MSC Management Control Administrator and manages the NWD Management Control Process (MCP).

(13) Exercises staff oversight of district management analysis activities and provide guidance and direction to districts regarding Management Analysis functions and programs.

(14) Provides consulting and advisory support to the Commander, Deputy Commander, and division headquarters staff, which includes varied services that utilize management analysis skills, education and experience.

(15) Provides analytical support and technical assistance to the Commander, Deputy Commander and HQNWD staff to assure proper MSC execution in regard to assigned Management Analysis programs and functions (MCP, AIEP, CA, Command Inspection, CMR, organizational change proposals, etc.).

i. Exercises responsibility for NWD Manpower Management activities.

(1) Furnishes assistance to the Commander and Deputy Commander on all aspects of the manpower program.

(2) Provides staff overview for manpower management functions and furnishes manpower and force management services to all division headquarters elements.

(3) Programs data for the manpower portions of the civil and military budget and command budget system; coordinates manpower functions by program elements.

(4) Prepares justification and/or impact statements concerning changes to manpower resources, making adjustments in accordance with command guidance, approved priorities and objectives; provides necessary input for the Command Mobilization Program.

(5) Receives manpower allocations from higher headquarters and suballocates to elements of the command, fully considering command priorities, guidance, and imposed constraints. Formulates division manpower manning documents with organizational manpower authorizations. Recommends adjustments in manpower strength and distribution to the Director.

(6) Evaluates and recommends changes to manpower requirements based on consideration of in-house work force, contractual services, and effectiveness of existing or proposed organizational structure.

(7) Participates in the HQUSACE Manpower Survey Program as directed; prepares special studies that have an impact on the available resources; reviews manpower surveys conducted by higher headquarters, provides the necessary responses, and documents established requirements in the unit authorization document.

(8) Prepares necessary manpower utilization reports; provides guidance for position identification, identifies other personnel and borrowed labor, and monitors the use of overtime; provides management officials with analyses and data on utilization of resources.

(9) Exercises technical control over the Army authorization documents program and manpower reports; monitors, analyzes, and makes recommendations concerning high grade allocations; recommends solutions to accomplish out-of-cycle requests and changes in the distribution of resources; validates the required and authorized positions by Army Management Structure Code in the unit authorization documents.

(10) Provides necessary input to maintain an automated manpower reporting system.

(11) Provides Civil Manpower Budget Officer (CMBO) service to HQUSACE and the Corps. As Corps CMBO, recommends Corps policy and procedures, develops and analyzes data

supplied by field and headquarters elements, and prepares final displays for manpower budget input to the Office of Management and Budget (OMB).

(12) Analyzes civil works workload and compiles estimates of manpower requirements.

(13) Correlates and analyzes civil works program funds, work and work schedules, capital plant, existing manpower and organizational configurations, and contracting levels to evaluate, in accordance with guidance from higher authority, the workload and associated manpower requirements by function and organization.

(14) Provides guidance to districts on development of force configuration (FORCON) data comprising actual and/or projected manpower requirements by function, organization, and appropriation. Reviews and analyzes district FORCON data submissions, ensures data are compatible with the President's budget request and/or Congressional appropriations or allocations, reflects policies and objectives of higher authority, and are consistent with approved work schedules. Facilitates NWD staff review and incorporates division headquarters portion of FORCON; coordinates all required changes in FORCON data with affected districts in developing composite MSC FORCON data for submission to HQUSACE. Submits NWD FORCON data to HQUSACE as justification for the HQUSACE initial and midyear manpower request, defends data against HQUSACE critique, and coordinates required changes in such data with HQUSACE and affected districts.

5. INTERNAL REVIEW OFFICE.

a. Assists the command group and functional managers in improving program and operations by reviewing and advising on all audit, business process, and management control related matters. Is the focal point for interaction on all external audit matters and oversight activity for any command-related activities conducted by GAO, USAAA, and the DoD-IG.

b. Directs and coordinates the division's internal review program. Provides staff oversight of District Internal Review offices. Prepares the division internal review program. Interprets financial audit and internal review guidance for the division and district offices. Establishes internal review performance standards and operating procedures for the division. Disseminates higher headquarters policy and guidance.

c. Reports to the commander or principal deputy and serves as the senior advisor to the division commander and senior staff on all internal review issues and external audit issues.

d. Develops and implements long-term internal review policies and procedures.

e. Develops an annual division office audit program that accounts for available work time. Performs division commander directed and staff requested audits and consulting services of known or potential problem areas.

f. Performs follow-up reviews of internal and external audits on recommendations reported as closed by management. Verifies implementation of corrective actions, effectiveness of the recommendations in correcting adverse conditions and the accuracy of reported monetary benefits. Maintains a follow-up tracking system to control, monitor and report on corrective actions pertaining to all findings and recommendations. Monitors all actions relating to external audits and inspections. Advises the command group concerning significant external audit issues.

g. Evaluates the effectiveness of the division implementation of the Army Management Control Process. Advises the commander and staff concerning probable or possible material weaknesses for inclusion in the Federal Managers Financial Integrity Act Annual Assurance Statement. Provides advice concerning management control issues.

h. Coordinates the division's internal review program to ensure maximum effective utilization of shared internal review resources. Coordinates the annual CFO audit work performed by the external auditor and performs supplementary audit work necessary to correct internal control and business process weaknesses. Serves as the division point of contact for all external audit agencies. Coordinates audit support for contingency/crisis operations. Establishes

consistent procedures for inter-district and other multi-location internal reviews throughout the division. Publishes "lessons learned" and other summary reports of audit trends, as needed, throughout the division. Interfaces with the regional DCAA office to facilitate division contract audit issues.

i. Performs an in-depth district peer review using the Army internal review quality assurance checklist every three years. During the interim years, performs district follow-up reviews of the peer review issues/recommendations and conducts staff assistance visit.

6. DIRECTORATE OF HUMAN RESOURCES.

a. Advises the Division Commander, Deputy Commanders, District Commanders, and HQNWD staff on all matters pertaining to human resources management and administration. Exercises oversight of division-wide human resources program.

b. Interprets policies, develops and disseminates uniform guidance/procedures in all human resources functional areas so as to reflect regional and program requirements.

c. Provides liaison with external agencies and contacts regarding human resources matters. Serves as an Army Regional Placement Coordinator for the DOD Priority Placement Program for the Denver and Seattle Regions.

d. Redelegates authority for human resources management and administration through command channels. Assures accountability measures are properly established. Effects action to correct deficiencies.

e. Evaluates human resources management periodically throughout the command to identify strengths and weaknesses of operating programs, including all major subprograms; e.g., recruitment, training, management-employee relations, classification, etc.

f. Reviews, comments, recommends, and participates, as requested or as necessary, in developing new or revised HQUSACE policies and programs regarding human resources management.

g. Develops fiscal year human resource program goals.

h. Analyzes and evaluates the management and utilization of the civilian work force; prepares periodic program status reports for submission to higher headquarters.

i. Monitors division-wide supervisory ratio and high-grade controls, with emphasis on program administration, job classification, and position management.

j. Monitors and coordinates Civilian Personnel Reduction Plans, RIF notifications, VERA and VSIP actions to effect work force reductions or expansions; obtains clearances from appropriate headquarters as required.

k. Acts as the local functional chief for the Civilian Personnel Administration Career Program, assuring quality intake and planned development of the professional and technical staff throughout the districts and division.

l. Develops and recommends programs and provides staff guidance related to human resources management practices, including, but not limited to, staffing, recruitment, selection, placement, separations, promotions, career referrals, discipline, grievances, conditions of employment, management-employee communications, special emphasis employment programs, training and equal employment opportunity.

m. Provides guidance concerning human resources aspects of hydropower mission execution, in the areas of labor relations, classification, establishment of new jobs, pay administration, and coordination with DOD Civilian Personnel Management Service Wage Setting Division.

n. Advises the Engineer and Scientist Career Program Manager on individual career development processes.

o. Provides oversight of division-wide college recruitment.

p. Discharges specific responsibilities assigned to Division Commander in governing engineer regulations, circulars, and other HQUSACE directives that pertain to human resources management.

7. EQUAL EMPLOYMENT OPPORTUNITY OFFICE.

a. Serves as principal advisor to the Division Commander, Deputy Commanders and HQNWD staff on Equal Employment Opportunity (EEO) matters. Develops and administers the division's Multi-year EEO Program and Affirmative Employment Program Plans (AEPP's).

b. Exercises staff oversight of division-wide EEO programs. Monitors and evaluates EEO and Affirmative Action Programs, ensures consistency in achievement of EEO objectives. Provides supplemental instructions to five Districts, and assures timely response to compliance issues and reports generated by higher echelons.

c. Provides program management and assistance to managers and supervisors on EEO matters as they relate to development of EEO performance standards, approval of award recommendations, and Special Emphasis Programs (e.g., Federal Women's, Hispanic, Asian and Black Employment Programs).

d. Serves as representative for the Division Commander and maintains liaison with other agency officials and community representatives in regard to EEO/Affirmative Employment Programs.

e. Maintains liaison with Directorate of Human Resources regarding integration of personnel management activities with Affirmative Employment Program Plans and Federal Equal Opportunity Recruitment Plans.

f. Acts in an advisory capacity to various boards, councils, panels, and/or committees with the responsibility for management decisions that affect personnel in various entities.

g. Manages complaints processing programs, including the Corps of Engineers Early Resolution Program (CEERP); provides quality control in accordance with applicable legal and regulatory compliance guidance. Processes, mediates, and negotiates allegations of discrimination where there is a change of venue due to conflict of interest.

h. Assures proper coordination and maintains liaison with the Office of Counsel for legal sufficiency regarding closure of all Equal Employment Opportunity (EEO/civilians) and Equal Opportunity (EO/military) complaints.

i. Administers and serves as the Division Civilian EEO Career Program Manager.

j. Manages the EEO training program, ensures that training is planned and conducted to meet division-wide needs.

8. OFFICE OF COUNSEL.

a. Acts as senior legal policy advisor to the Division Commander. Renders assistance and advice to the Commander, Deputy Commanders, and all components of NWD on all legal matters, and on management and policy as appropriate.

b. Exercises staff oversight of division-wide program involving legal advice, services and determinations to ensure that missions are accomplished. Conducts program evaluations and manages the delivery of legal services throughout NWD, including the Attorney Career Management Program.

c. Maintains liaison with other Federal and State agencies, Native American Tribes, regional interest groups and international entities, boards and commissions, and provides legal advice regarding division interface.

d. Represents the Division Commander and Deputy Commanders in administrative proceedings and judicial forums, including FLRA, EEOC, MSPB, and before other third-party decision-makers.

e. Monitors, reviews, investigates, recommends, and/or acts appropriately on certain contractual and non-contractual claims and appeals, including presentation of cases before the proper administrative board (except claims involving fiscal records or procedures which do not require legal opinions as to validity or propriety) and processing of tort and admiralty claims. Manages contract dispute resolution processes including staff advice, supervision, and assistance in alternative dispute resolution (ADR) techniques and dispute prevention efforts such as partnering and preventive law.

f. Serves as legal advisor on procurement law, including solicitation, award, administration, and termination of all types of contracts relating to NWD programs. Participates in the development and review of programmatic acquisition plans.

g. Manages the Contractor Industrial Relations Program within NWD. Enforces labor policy directives, procedures and programs issued or established by higher authority, including enforcement of contract labor standards. Promotes good working relationships between USACE, organized labor, and contractors. Prepares consolidated semi-annual labor standards enforcement reports.

h. Processes all bid protests and mistakes in bid arising in NWD, to include deciding agency bid protests.

- i. Serves as program manager for the Procurement Fraud Program. Reviews, investigates, and coordinates allegations of procurement fraud with investigative and enforcement agencies. Coordinates formulation of proposed remedies plans; reviews and processes investigative reports and recommends disposition; e.g., criminal prosecution, civil action, administrative suspension or debarment. Assists Department of Justice in criminal prosecution or civil litigation. Assists Judge Advocate General (JAG) in administrative suspension or debarment proceedings.
- j. Provides Ethics Counselor. Furnishes staff advice and assistance on standards of conduct, conflicts of interest, financial disclosure, procurement integrity, negotiating for employment, and post-employment constraints. Prepares and submits required compliance reports within regulatory deadlines. Prepares and conducts required standards of conduct and procurement integrity training. Assures compliance with Army Rules of Professional Conduct for lawyers.
- k. Provides Labor Counselor. Provides staff advice and assistance on EEO, labor relations and personnel law issues and actions, including agency representation before administrative tribunals and litigation support. Implements labor policy directives and programs.
- l. Provides staff advice and assistance on fiscal law, including proper expenditure of appropriated funds in conformance with purpose, need, and time restrictions.
- m. Provides staff advice and assistance to programs and project management functions. Reviews project management plans and reports, including schedule and cost change requests. Coordinates resolution of legal issues. Provides legal support to the Civil, Military, and Hazardous, Toxic and Radioactive Waste (HTRW) Program Review Boards (PRB's) and participates in PRB meetings.
- n. Provides legal advice and assistance on government information practices, including administration of the Privacy and Freedom of Information Acts. Serves as Freedom of Information Act (FOIA) Officer and Initial Denial Authority. Processes FOIA requests; reviews requests for proper form and substance; coordinates collection of responsive records; reviews collected documents for releasability; acts upon recommended denials or recommends denial. Provides requester releasable records; computes and collects specified fees. Prepares and forwards required annual report.
- o. Serves as legal advisor on matters pertaining to support of the Defense Environmental Restoration Program (DERP), EPA Superfund Program, and HTRW Support for Others. Manages legal matters related to negotiation and execution of Potentially Responsible Party agreements involving HTRW under DERP.

- p. Provides legal advice and assistance on water law, including the acquisition, use and disposal of water rights for military installations, reservoir regulation, and water management. Serves as DOD representative in water rights adjudications.
- q. Provides litigation management services. Reviews, investigates, recommends and acts as appropriate on all litigation for NWD involving the Corps of Engineers. Provides legal advice and assistance on a wide variety of general law subjects, including Homeowners Assistance Program, Native American law, base closing, and reorganization.
- r. Assists in and has professional oversight responsibility for real estate legal support.
- s. Provides and manages legal support services, such as law library, Corps of Engineers Automated Legal System (CEALS), recurring management information reports, correspondence preparation, and files maintenance.
- t. Provides legal advice and assistance on matters pertaining to mobilization preparedness and exercise of emergency authorities.
- u. Provides legal advice and assistance on environmental and regulatory functions, including compliance with varied statutory and regulatory requirements, litigation strategy, management, and prosecution.
- v. Evaluates performance and provides professional and managerial oversight of the delivery of legal services in District and Regional Offices of Counsel.

9. PUBLIC AFFAIRS OFFICE.

a. Provides advice and counsel to the Division Commander, Deputy Commanders and HQNWD staff. Assesses public attitudes in matters of interest to NWD and the Corps of Engineers, and advises on public affairs aspects of Corps policies and activities. Develops appropriate messages to help frame discussions, respond to criticism and provide information to national, regional and local elected officials, media and general public.

b. Exercises command and control concerning District Public Affairs Offices (PAO's), and evaluates district programs. Provides liaison between HQUSACE PAO and District PAO's.

c. Provides staff oversight of division-wide PAO program activities. Develops, implements and manages NWD public affairs programs, advises and assists division staff elements in internal and external public relations activities.

d. Maintains cooperative relations with national, regional and local media representatives. Develops and coordinates appropriate messages to tell the Corps story; prepares and disseminates news stories on topical subjects to news media and elected and appointed officials at all levels of government. Supplies information to elected officials, media and general public as a result of direct requests and queries. Serves as an information bureau for media, special interest groups and private citizens.

e. Prepares and distributes information to all employees on Corps activities and policies. Prepares and disseminates special publications and exhibits on NWD missions; assists other staff elements and the District PAO's in similar efforts, and provides consultative services on special publications prepared by the districts.

f. Writes speeches, and assists other staff members in preparing speeches, for the Division Commander. Edits Commander's congressional budget testimony. Reviews speeches and professional papers prepared by others for consistency with Army and Corps policies. Provides assistance to congressional staff members. Delivers speeches to civic, educational and business groups on the division's civil works, military and hazardous toxic and radioactive waste cleanup missions.

g. Maintains a small photo library for use by HQNWD staff. Requests and directs photo assignments. Handles selected photo assignments in-house.

10. SAFETY OFFICE.

- a. Serves as principal adviser and consultant to the Division Commander, Deputy Commanders, and HQNWD staff in planning, organizing, and evaluating safety and occupational health programs.
- b. Interprets and implements safety and occupational health program policies; establishes and implements corresponding plans and procedures. Develops Safety Award Program and annual safety management action plans and goals.
- c. Advises the districts on accident control measures to eliminate or control unsafe behavior and environment(s).
- d. Supports division elements in developing safety and occupational health aspects of training exercises.
- e. Provides staff oversight of accident investigation and reporting to ensure accuracy and completeness.
- f. Provides liaison with other Federal agencies and external entities regarding safety and occupational health matters.
- g. Conducts research on safety and health issues. Collects, analyzes, and disseminates data concerning accident experience of division and district elements. Prepares progress reports on safety and occupational health activities, and other reports and studies required by higher authority.
- h. Develops recommendations for corrective measures where warranted by adverse accident rates or trends, hazardous conditions or procedures, or other deficiencies.
- i. Ensures adequate safety and occupational health practices and physical standards are incorporated into operating procedures, manuals, directives, and other instructions.
- j. Serves as Division Safety and Occupational Health Career Program Manager.
- k. Provides staff oversight of division-wide safety and occupational health programs. Inspects division and district office activities, and construction and operating projects. Evaluates compliance with established safety and occupational health program policies and procedures, and effectiveness of hazard controlling measures.

- l. Analyzes accident reports to determine causal factors and provides appropriate preventive measures.
- m. Develops the division occupational health program which provides comprehensive monitoring of employee occupational health status and work place conditions.
- n. Serves as the Chief of the Radiological Defense Center and as the Safety and Occupational Health Officer on the Crisis Management Team.
- o. Serves as Radiological Defense Officer and Radiation Protection Officer, and as a member of the Ionizing Radiation Control Committee.
- p. Serves as a technical advisor to the Safety and Occupational Health Committee.
- q. Serves as the Self-Protection Officer and Fire Marshal.

11. DIRECTORATE OF LOGISTICS MANAGEMENT.

a. Advises the Division Commander and Deputy Commanders, and exercises staff oversight concerning the division-wide Logistics program. Ensures comprehensive, fully integrated Logistics program management throughout the division.

b. Interprets and implements Logistics policies and procedures; provides program management for the primary logistical functions of supply, transportation, maintenance, facilities, and support services. Issues implementing guidance for higher headquarters' regulations, policies and procedures applicable throughout NWD.

c. Administers the Command Supply Discipline Program, Administrative Space Utilization and Facility Management Program, Foreign and CONUS Travel Program, Transportation Program (including Fleet Management), and Personal Property Accountability, Maintenance, and Life Cycle Programs.

d. Provides staff guidance and assistance to the districts in each of the primary logistical functions.

e. Serves as the division liaison with HQUSACE and outside agencies regarding logistical matters.

f. Conducts quality assurance assessments of the districts in all primary logistical functions. Ensures legal, regulatory, and procedural controls are adhered to, precluding fraud, waste and abuse. Performs periodic functional inspections and conducts staff visits to the districts.

g. Performs Property Management Hand Receipt Holder functions. Manages the NWD Report of Survey Appeals System and issue of selective pilferable supply items.

h. Coordinates the Logistics Management portion of the NWD Continuity of Operations and Mobilization Plan.

12. DIRECTORATE OF INFORMATION MANAGEMENT.

a. Directs the full scope of the NWD Information Resources Management (IRM) Program, including management of all six Information Technology Mission Areas; automation, telecommunications, visual information, printing and publications, library and records management.

(1) Provides management and oversight in the coordination, execution and maintenance of the IRM planning process.

(2) Develops, manages, coordinates and integrates the division corporate information architecture.

(3) Serves as NWD's point of contact for all IRM policies, standards, guidance and support. As the program proponent for management, integration, planning and oversight of all division IRM activities, ensures that information resources are managed consistent with Clinger-Cohn Chapter 35 of title 44 United States code, Paperwork Reduction Act, Telecommunications Act, and Government Performance and Results Act.

(4) Advises the Division Commander, Deputy Commander, and HQNWD Staff on all Information Management and Information Technology matters.

(5) Serves as the NWD Information Resource Management Career Program Manager

(6) Sponsors, develops and issues guidance for the division IRM oversight and review infrastructure, including the IRM Steering Committee (IRMSC) and Program Budget Advisory Committee (PBAC)

(7) Serves as member of the NWD Information Resource Management Working Committee (IRMWC) and the NWD Program Budget Advisory Committee, participates in various HQ, USACE committees (i.e. Data Architecture Control Committee,(DACC)).

(8) Issues guidance and develops division wide civil and military Information Technology (IT) budgets, to include automated information systems (AIS), telecommunications and other IT resources.

(9) Oversees and monitors the gathering and tracking of division wide IT Costs, providing procedures and guidance as necessary.

(10) Serves as the division POC on IRM matters involving higher headquarters and advises on division compliance with their directives.

(11) Develops, coordinates and disseminates division IT/IM Planning guidance and modernization Plans

(12) Serves as IRM functional proponent for the NWD Management Control Process responsibilities as applicable to IM.

(13) Provides contracting officer's technical representatives (COTR) for HQUSACE sponsored IT resource contracts, supporting CEAP, EMAIL Center of Expertise and various other Corp wide missions.

b. Regional Business Center (RBC) -Technology Enabler.

(1) Maintains close liaison with all division functional proponents to ensure functional information requirements are met by all newly developed automated information systems

(2) Manages information technology (IT) assessments across IM disciplines, providing for integration and sharing of knowledge about the business functions.

(3) Provides focal point for the Regional Management Board (RMB) and the Division Board Of Directors (DBOD) to insure that only regionally integrated IT solutions and investments take place.

(4) Provides for the integration and central management of and the identification of required knowledge skills among the IT professional.

(5) Serves as the NWD LCMIS Milestone Decision Authority (MDA) staff element for reviewing and processing LCMIS documentation.

(6) Provides HQNWD LCMIS technical assistance to functional proponents, AIS program and project managers, material developers and operations managers by developing, coordinating and disseminating operational/administrative guidance.

(7) Provides the RBC with a focal point for the integration and central management of material acquisition within the IT arena. Provide extended MDA authority to the districts by utilizing the expanded authority of the regional CIO.

(8) Provide technical support to the RBC business reengineering efforts, enabling teaming through collaborative IT regional work environments.

(9) Serves as the division Information Technology Investment Portfolio System (ITIPS) review and validation authority for division wide IT acquisitions less than \$2,500,000.

13. DIRECTORATE OF CONTRACTING.

- a. Serves as consultant and principal advisor to the Division Commander, Deputy Commanders and HQNWD staff on all policy and procedural matters pertaining to the acquisition (except real property) functional area. Is responsible for the NWD acquisition program, which includes advance planning of an acquisition through the contracting function to the completion of services and delivery of supplies.
- b. Exercises surveillance over division and district acquisition activities guided by statutory and regulatory directives. Serves as appointed Special Competition Advocate with approval authority for other than full and open competition up to \$10,000,000. Ensures quality of district prepared documents forwarded to HQUSACE, which are in excess of division approval authority.
- c. Provides staff oversight of the ACASS/CCASS Support Center. Reviews proposals for changes and enhancements to the ACASS/CCASS databases and processes.
- d. Manages the Defense Priorities and Allocation System.
- e. Interprets and implements contracting policies issued by higher headquarters, provides policy guidance/management direction to ensure consistent implementation throughout the division.
- f. Oversees the maintenance of uniform contracting procedures throughout the division. Provides acquisition guidance to HQNWD headquarters staff and district Contracting activities.
- g. Provides regional liaison concerning contracting matters with other Federal agencies and external organizations.
- h. Provides quality assurance for all acquisition actions emanating from the districts or division headquarters, which require MSC or higher headquarters approval.
- i. Makes annual, and more often if necessary, acquisition management reviews of the districts, evaluates procedures related to contracting activities and initiates corrective action where indicated. Furnishes guidance and assistance in establishing procedures to comply with current acquisition laws, regulations, and policies.
- j. Ensures quality of district requests for contracting officer appointment and provides recommendation to higher headquarters.

- k. Serves as Career Program Manager for the acquisition professional series.
- l. Maintains a certificate of appointment as contracting officer for the division with unlimited authority to contract for all types of acquisitions on behalf of the United States. Acts as Division Grants Officer.
- m. Serves as the NWD Alternate Army Power Procurement Officer's representative with delegated authority to approve utility service contracts and modifications.

14. SECURITY AND LAW ENFORCEMENT OFFICE.

- a. Advises the Division Commander, Deputy Commanders, and HQNWD staff on all matters concerning security and law enforcement.
- b. Serves as Chief Security Officer for Corps facilities, projects and contingency operations throughout the Northwestern Division.
- c. Provides staff oversight to the District Security Officers in the areas of physical security, personnel security, information security, and automation security and law enforcement.
- d. Establishes regional security and law enforcement programs to support daily operations and implement HQUSACE policy.
- e. Coordinates with Emergency Operations Manager and supporting intelligence services for development of the threat assessment.
- f. Maintains liaison with adjacent regional security offices, and Federal, State and local law enforcement agencies.
- g. Conducts informal and formal investigations of incidents within legal purview of Headquarters Army and the Corps affecting NWD personnel and area of operation.
- h. Plans, administers, supervises, and monitors the physical security program for the HQNWD headquarters facilities, with support from district office as required.
- i. Attends periodic meetings/conferences in government and civilian sectors focused on all aspects of security and law enforcement.

15. SMALL BUSINESS OFFICE.

a. Mission. To develop and manage the Small Business Program on the MSC level, and to provide management, evaluation, and oversight on all program activities.

b. Functions

(1) Consult and serve as the expert advisor on all policy and procedural matters to the MSC commander and all levels of management on issues related to the Northwestern Division Small Business Program.

(2) Represent and act for the Division Engineer on Small Business policies and procedures.

(3) Educate management and staff personnel, small and small disadvantaged businesses, large business contractors, and other federal agencies, through personal contact, formal training courses, workshops, trade association meetings and other forums, concerning USACE Small Business program policy and procedures.

(4) Conduct staff actions on Small Business program activities.

(5) Provide staff oversight of Division-wide Small Business Program and development and implementation of small business policies and guidance and recommendation of contracting policies, procedures, and control for the Division Office and five Districts. Establish district floors and monitor performance against these floors.

(6) Evaluate Small Business program execution through communications and staff visits.

(7) Perform regional interface with the Small Business Administration (SBA), other DoD, Federal, State, and local Minority Business Development Agencies, HQUSACE Office of Small Business, contractor associations, contractors, and special Interest groups on matters concerning the Small Business program.